



BearingPoint®

Competency Framework

Firm- wide People Development

Content

Principles & Guidelines.....	3
BE - Values & Principles.....	3
LEARN - Competencies by Level.....	4
ACT - Behaviours by Level.....	18
Contact.....	23

Principles & Guidelines

The Firm's "Competency Framework" has three dimensions:

1. PURPOSE: Why we do things?
2. VALUES: How we do things?
3. LEARN Competencies: What we do?

Our purpose "Together, we are more than business" provides direction on "**Why**" we do things, while the values are "**How**" we do things. They are two different things but closely related. "Together, we are more than business" also implies that we act and behave in a certain way, which the values describe more specifically.

VALUES: How we do things?



We are easy to work with

A deep level of care allows us to be fully authentic. This fuels great collaboration, mutual support and extraordinary teaming, unleashing positive energy. In turn, it helps us to tackle difficult conversations and challenging situations.



We create lasting outcomes

We are dedicated to long-term impact, innovating to find the best solutions. Our work speaks for itself, as we hold ourselves and others to the highest standards. This generates solid, trust-based relationships.



We empower people to succeed

We challenge ourselves and others to continuously learn and grow, and we empower others to do the same. We all actively contribute to improving BearingPoint and pave the way for the next generation.

LEARN – Competencies by level

Competency Structure

Developing competencies is critical to our Firm’s long term success. Competencies are relevant to both client facing and infrastructure people and apply to both face-to-face and remote (hybrid) working models.

There are three categories divided into a subset of 11 competencies and 33 skills.

Core		Client		People & Practice	
Managing Engagements		Developing Clients		Developing People, Teams & Leadership	
Communication		Business Development		Developing Practice & Culture	
Problem Solving				Developing Self	
Managing Change					
Managing Knowledge					
Expertise					

Competence Requirements

Competencies expected are as described for each level as well as the accumulation of all previous levels. Competence development is assessed on each client and internal engagement and in all performance reviews.

Expertise Competence

The entire Competency Framework applies to all levels and all career tracks. Expertise competence targets particularly those with a more specialized career track and roles. Expertise technology and business competencies are critical for the advisor career tracks.

Directors

A Director title requires certain roles & responsibilities assigned that are normally held by a Partner. The Director title is not a necessary promotion step to Partner.

Business and Technology Advisor Track

Advisors are essentially Subject Matter Experts at the Manager and Sr. Manager levels. Advisors competence level follows the ordinary development track with some modifications. Competencies are focused more on engagements and less on client and people & practice development.

The following table illustrates where a particular role is more or less important compared to the management track:

	Competencies		Advisor role competence		
			Less important	Same	More important
Core	Managing Engagements			X	
	Communication			X	
	Problem Solving			X	
	Managing Change			X	
	Managing Knowledge				X
	Expertise				X
Client	Developing Clients			X	
	Business Development		X		
People & Practice	Developing People, Teams & Leadership		X		
	Developing Practice & Culture			X	
	Developing Self			X	

The importance of competencies can vary depending on the role.

Competencies by level:

Core: Managing Engagements

Managing Engagements 	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Planning and Controlling	- Follows instructions - Delivers progress reports - Prioritizes work well and avoids the last-minute crunch - Adopts sustainable working habits	- Organizes work with minimal supervision - Proposes solutions in difficult situations - Effectively manages own workload and escalates work-life balance concerns	- Manages operational tasks daily with minimal supervision - Structures and assigns work to others - Redirects work as focus shifts	- Defines engagement goals - Manages project life cycles and work streams daily - Identifies project dependencies and manages trade-offs - Considers work-life balance in resource planning - Defines engagement goals that reflect Firm's sustainability values	- Manages large complex multiple streamed programs in parallel - Manages delivery to contract and the project in its entirety - Resolves complex situations - Ensures sustainability is considered in project planning	- Plans complex programs and engagements - Ensures and establishes clear controlling procedures and guidelines	- Owns engagement goals - Owns and manages legal and contractual relationship - Innovates to improve project profitability
Managing Resources	Understands roles, tasks and the decision making process of the project	- Supervises and helps engagement team members - Assigns tasks to others as relevant	- Organizes work for small teams, allowing for team's working arrangements - Sets priorities for less experienced team members	- Structures and manages large teams and assigns roles to multiple streams - Optimizes workload and skills to achieve efficiency and quality - Keeps engagement team informed - Encourages the use of hybrid working tools within projects - Supports team by considering personal commitments and addressing work-life balance concerns - Assigns roles considering both individual strengths and development priorities	- Manages and delegates work across multiple teams, programs and organizational lines - Considers working arrangements of resources - Resolves resource issues proactively - Considers diversity and inclusion during resource planning where possible	- Acts as an advisor for Managers and Senior Managers to solve resource related challenges - Advises Partner on the assignment of qualified and competent resources	- Proactively assesses overall joint Firm/client team, initiates and makes changes before issues evolve - Optimizes use of Firm expertise - Ensures equal career and development opportunities
Managing Quality & Risks	- Is aware of Firm methods and tools - Asks questions to understand and alerts others if there are issues with tasks or deadlines	- Proactively identifies risks in immediate area of responsibility and proposes solutions - Uses Firm methods and tools effectively	- Identifies risk issues and proposes viable solutions - Raises alert when there are any deviations from plan and proposes mitigating actions, e.g., client change request	- Designs the quality approach well - Resolves change requests with clients - Links delivery to contract milestones - Designs and implements quality approach in a sustainable manner	Manages all risks proactively and makes corrective changes to achieve engagement and contract objectives	- Oversees and directs quality and risk management - Initiates timely measures to avoid issues and finds solutions - Ensures effectiveness of a quality management system	- Monitors risks with a proactive mindset and reviews with other partners as often as necessary - Proactively monitors economic, ecological and social risk
Delivering Results	Delivers high quality tasks on time and manages own time effectively	Delivers high quality output in parallel work streams with multiple deadlines	Delivers high quality assignments on time and within budget with minimal supervision	- Ensures project excellence - Manages to budget with timely billing and collection	- Consistently exceeds clients' value expectations - Measures client value in milestone metrics	- Shows alternatives for achieving better results - Identifies deficiencies and finds ways to improve delivery predictability and quality	Ensures high satisfaction and measurable client value results from the engagement

Competencies by level:

Core: Communication

Communication	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Interviewing & Listening	- Shows active listening skills - Supports, prepares and conducts interviews and workshops	- Solicits thoughtful responses - Facilitates interviews and workshops	- Draws out insights effectively and shares point of views - Uses interviews and workshops to build relationships	- Probes deeply into key issues - Draws interviewee into issue discussion and problem solving	- Engages with senior people on critical issues - Uses interview to enhance client relationships and the Firm's credibility	Demonstrates a sensitivity for key information and difficulties, even if these are only indirectly recognizable	Exhibits fast, thorough understanding of broader issues as well as critical communication issues
Structuring and Preparing Written Materials	- Understands and applies structured writing techniques - Uses graphic charts effectively - Writes clear summaries of work and deliverables	- Designs deliverables adapted to the situation - Participates in developing effective structures for client reports and summarizes with minimal supervision	- Produces high-quality, well-structured deliverables - Contributes to designs of output tailored to specific situations	- Provides direction and leads the creation of written output - Designs complex deliverables in persuasive manner	- Coaches staff in structured, effective writing - Ensures team's output is succinct, persuasive and tailored to the critical issues	Shows ways and methods to bring written materials to a higher level of quality	- Sets priorities & key themes - Ensures written material effectively captures & achieves larger objectives
Presenting & Communicating Orally	Presents own work clearly, concisely and credibly	- Uses presentation techniques effectively - Articulates messages and complex ideas well and responds with confidence - Is comfortable in smaller audience settings	- Conveys messages convincingly in a concise and articulate manner - Facilitates constructive dialogue - Handles stressful situations - Is comfortable in most settings	- Adapts to diverse and difficult audiences - Demonstrates ability to persuade - Is confident in larger audience settings	- Exhibits comfort with senior client executives - Builds insight and consensus around dilemmas - Conveys new ideas in a convincing manner	Convinces by effective and differentiating communication	- Commands and inspires audience - Turns issues into constructive dialog and outcomes - Deals effectively with ambiguity

Competencies by level:

Core: Problem Solving

Problem Solving	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Identifying Issues	Efficiently and reliably identifies key findings	Rigorously and logically identifies problems or opportunities	Quickly identifies the most critical aspects of a problem or opportunity	- Develops new insights into client issues - Examines them from both management and technology angles	- Broadens the team perspective with deeper insights into client issues - Sees implications - Actively addresses social and ecological issues that arise during project delivery	- Contributes strong problem-solving methodologies and approaches - Brings insights to identify issues which may not be directly obvious to the team	Adds mature client insight and uses Firm resources effectively
Structuring the Problem	- Develops holistic approach to assigned part of the problem - Familiar with Firm sources of analytical tools	- Contributes to structuring of efforts using Firm methods and tools - Suggests alternative approaches to solving the problem	- Structures problem solving approaches with minimal supervision - Is comfortable in refocusing efforts as issues change	- Structures ways to address complex problems - Shows good judgement on choice of most effective approach - Initiates approach change if needed	- Structures poorly defined problems - Proactively identifies weaknesses and takes actions early	- Provides senior level expertise to structure difficult problems in a simple way - Identifies structural issues and shows ways to resolve them	Develops hypotheses and strategic options in order to solve complex broader business issues
Conducting Analysis	- Has a good knowledge of applicable analytic tools, techniques and sources of data - Shows effective use of key office applications - Performs analysis with some direction	- Develops fact base where data is hard to access - Applies Firm's analytic tools & techniques creatively - Handles complex analyses effectively	- Efficiently directs team data collection work - Selects deliverables, tools & techniques to be used for the analysis	- Directs team to develop powerful fact base - Tailors tools and techniques to develop new and insightful analytic approaches	- Leads team in conducting effective high quality analysis - Brings intellectual, industry and service line leadership to the problem solving effort	- Analyzes situations together with key resources ensuring a holistic approach, factoring in the relevant parameters - Reconsiders/validates findings and why issues might have occurred	Assesses client's industry and broader issues in a systemic way with a future view
Drawing Conclusions	Synthesizes basic analysis effectively and understands implications	- Synthesizes complex analysis - Draws out and prioritizes key implications - Proposes work-around if needed	Leads others in formulating and articulating key conclusions	Focuses the team to develop new priority insights from the analysis	Uses insights to draw conclusions that add value for the client	- Derives options and enables better solutions to ensure fulfillment of contractual obligations - Supports the team to communicate conclusions in a manner tailored to the needs of the situation	Draws conclusions that are innovative, client specific and viewed as value adding by client

Competencies by level:

Core: Managing Change

Managing Change	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Facilitating and Coaching	- Effectively assists in group working sessions to synthesize, clarify and redirect discussion - Handles effective meeting tools and techniques	- Effectively facilitates smaller groups - Coaches others - Raises potential conflicts and handles them at team level	- Facilitates larger groups - Designs and manages workshops and coaches participants in management - Adapts to situation and resolves conflict	- Facilitates large and difficult teams - Effectively resolves conflicts in difficult situations and re-directs weaker teams - Coaches team regarding its impact on others - Promotes empowerment and inclusion in their team	- Conducts top management working sessions - Resolves problems under pressure - Coaches senior people regarding their impact on others	- Engages with executive management to develop solutions for organizational change - Supports wider management team within BearingPoint for internal change	Coaches top management and deals with critical organizational and other varied issues
Creating the Case for Change	- Works with peers to understand their change needs and agenda - Communicates effectively with project manager	- Has good insights into politics of organizations - Is able to provide input to developing case for change at peer group level	Supports project in understanding stakeholder interests and involves them into case for change	- Manages politics - Builds the case for change - Enables communication throughout the organization	Manages stakeholder interests in a sensitive and flexible way across complex organizations	Provides a common view about required changes and its meaning for the organization	- Persuasively reinforces the case for change within leadership groups - Promotes positive social or environmental impact within the business
Aligning, Engaging and Mobilizing Leadership and Organization	Develops effective communications programs	- Works with persons to evaluate their leadership skills and needs - Implements communication programs effectively	- Works with individuals to build their leadership skills - Identifies resistance to change and tailors communication	- Intervenes to resolve team issues and development needs - Engages the wider organization in the program	- Removes potential systemic obstacles to change - Helps create motivated and proactive leadership	- Seeks stakeholder engagement and commitment - Generates and drives momentum at all levels	- Foresees obstacles - Effectively uses organizational support to further the change program - Leads on organizational changes that promote diversity, inclusion and people empowerment
Managing the Change Process	Generally not applicable	- Identifies key stakeholders - Develops effective communication plans - Manages a work stream within the change program	- Designs and manages overall change program in line with objectives - Integrates activities across work stream	- Helps develop strong buy-in and momentum - Designs change programs - Identifies barriers and designs tactics - Impacts business results and culture	- Designs large complex transformation programs - Creatively manages the pace of change to optimize impact and sustainability	- Guides and directs to a plan to successfully deliver the change process - Influences senior stakeholders to ensure the change program is successful	Effectively designs and orchestrates communication with key sponsors of program to help manage stakeholder preferences

Competencies by level:

Core: Managing Knowledge

Managing Knowledge	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Managing Knowledge	• Captures and sorts data and converts it into information • Enables archiving and effective sharing	• Synthesizes information into high quality knowledge and reuses in other areas • Identifies and contributes to knowledge sharing through project learning	• Contributes proactively to new knowledge • Is active in knowledge synthesizing and sharing	• Structures and facilitates knowledge sharing and skills transfers on engagements and through training • Promotes a sharing attitude	• Leads design of white papers, chairs conferences and delivers speeches • Fosters internal and external network for shared learning	• Fosters the implementation of BearingPoint's knowledge management strategies	• Promotes and inspires others to effectively manage knowledge • Promotes use and the continuous development of the intranet platform
Promoting Knowledge	• Shares knowledge with others on their team	• Makes use of existing channels to share knowledge across teams	• Shares and contributes knowledge at trade fares and in publications	• Contributes own knowledge and takes a role in knowledge promoting studies and papers as well as participating in conferences	• Promotes Firm through multiple knowledge sharing channels • Identifies ways to turn knowledge into Firm intellectual property	• Facilitates innovation in the role of a knowledge mediator in the organization • Builds and directs the business case for intellectual property development	• Develops ways to share knowledge with clients and between clients • Leads intellectual property development

Competencies by level:

Core: Expertise

Expertise	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
 Adding Value as an Expert	Generally not applicable	Adds previously acquired knowledge to further engagement objectives	- Adds value by recognizing commonly recurring issues - Applies understanding developed from previous experience	- Adds value through having faced similar issues in the past - Tailors and applies to client needs and begins to develop new know-how	Adds value through deep understanding of issues and knowledge of best practices based on extensive experience	Shows methods and ways to use the expertise of those involved effectively and beneficially	- Offers distinctive insight acquired through a successful career - Applies experience in new development situations with client
Contributing Industry and Service Line Know-how	Generally not applicable	Highlights prior work experience in the areas of industry or service line when relevant	Contributes significant prior work experience in the areas of industry or services	- Contributes deep expertise over multiple client engagements - Is recognized as an internal expert	- Contributes deep and broad experience - Is recognized as an external expert	- Contributes experience in area of expertise - Is externally and internally recognized as an expert	- Contributes knowledge and understanding in the particular area of expertise - Is recognized as an internal and external visionary
Contributing Technology Know-how	Seeks to gain awareness of different areas of technology expertise covering applications, SI, testing and infrastructure	Proactively seeks to deepen knowledge of technology trends and those client issues relevant to own area of expertise	- Contributes useful prior experience within relevant technologies - Builds relationships with internal network of experts	- Shows deep technical expertise in technical domain - Shares how solution can benefit client's business - Is active as internal expert	- Is viewed as external expert in multiple technology domains - Designs complex technical solutions to achieve business results - Is recognized as internal champion	- Shows with contributions how others can increase their expertise - Takes the lead in contributing technological know-how - Uses business functional experts to optimize technical solutions and client benefits	- Applies advanced technical know-how into industry specific situations - Uses business functional experts to optimize the technical solution and client benefit
Contributing Business Know-how	Seeks to gain awareness of strategy, value and business operational expertise	Proactively seeks to deepen knowledge of business trends and client issues relevant to own area of expertise	- Contributes useful prior experience within relevant business areas or functions - Builds relationships with internal network of experts	- Shows deep functional or business expertise - Designs complex, tailored client solutions - Shares how solution can benefit client's business - Is active as internal expert	- Is viewed as external expert in multiple business domains - Designs complex business solutions optimizing use of technology - Is recognized as internal champion	- Shows with contributions how others can increase their expertise - Takes the lead in contributing business know-how - Uses technical experts to optimize business solutions and client benefits	- Applies advanced industry or business know-how to the optimal technical solution - Uses technical experts to optimize business solutions and client benefit

Competencies by level:

Client: Client Development

Client Development	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Knowing and Understanding the Client	- Understands the client's business and begins to identify functional issues - Knows how to conduct effective analysis of client market, competition and business	- Seeks out insight gained from prior work at client and knows the client in more depth - Understands the value the engagement should deliver	Understands and prioritizes top management's broader business issues and identifies the services that address them	- Demonstrates an ability to identify disconnects between client's strategy, operations and financials - Develops tailored approaches based on direct analysis of top management agenda	- Understands client's value chain and most pressing and strategic issues and challenges the client - Translates client analysis into plan for continuous client value creation	- Understands clients' position in respect to wider market forces - Applies insights in leading practices to influence key client decision makers to respond to external forces	Uses insight and an understanding of market trends and the client's broader business issues, to challenge the team and optimize client value
Managing Client Relationship Proactively	- Establishes rapport and trust with peer members of the client team by showing empathy and respect - Is active in building personal network - Listens actively to team conversations and at client meetings	- Develops own trusted network at clients - Builds credibility with client by showing knowledge of both client's business and Firm's services and expertise - Considers sustainable options for client interactions	- Establishes position with client using their knowledge and expertise - Seeks out Firm expertise and services to help address client needs	- Builds trust with client line management and senior people - Manages daily relationships and keeps client up to date - Builds external business contact network - Balances sustainability with client needs	- Manages long term trusted advisory relationships with top management - Builds Firm brand through personal network - Actively drives cross-selling - Encourages clients to improve social and environmental outcomes	- Manages senior relationships across multiple clients or multiple operating units of larger accounts - Develops position of influence with senior client leaders	- Builds strong relationships in order to develop large sustainable accounts - Networks in business community and demonstrates ability to influence it - Drives client satisfaction and value creation
Being a Trusted Advisor	Is respected by client for role on team and for contributions made	- Is viewed as a valuable contributor by the team - Is regarded by the client as a knowledgeable team resource	- Is highly regarded for expertise, quality and business mindset - Strengthens client confidence in Firm - Understands most issues based on prior experience	- Demonstrates ability to identify client value creation levers - Identifies experts who can add the most value to the client	- Instills senior client stakeholder trust - Is confident in business discussions - Uses knowledge of client's issues to link Firm's efforts to client's most critical performance metrics	- Is recognized for expertise in sectoral or technical area - Proactively shares critical insights to support the development of trusted relationships across client project teams	- Is sought out by senior client executives for trusted advice - Offers clients new relevant insight - Links what we do to both client and owners' value metrics

Competencies by level:

Client: Business Development

Business Development	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Understanding the Market Segment	• Demonstrates an understanding of general market trends, and Firm's overall Segment and Service Line structure and capabilities	• Can relate market and client trends with Firm's capabilities, IP and services in their own Service Line	• Identifies partners, software vendors or other organisations in the market who the Firm could collaborate with	• Is active at industry, BearingPoint, Service Line or client events and demonstrates ability to build a network	• Develops a profile in the market and is recognised for their Points of View and subject matter knowledge	• Develops a profile in the market and is recognised for their Points of View and subject matter knowledge	• Is proactive and visible in the market in terms of setting the agenda, thought leadership and influence
Opening New Markets and Creating New Opportunities	• Understands and can articulate 'the BearingPoint' way of creating market demand and the relevance of each step in the process	• Contributes to the development of content at different stages of the process – market, client insights, surveys etc.	• Demonstrates an ability to position themselves to take advantage of sales opportunities – in the market, with a client or on a project	• Takes ownership of a sales effort or campaign and generates leads and interest in the market	• Identifies and engages with existing and new alliance partners on a transactional basis to create value for a target client	• Develops new strategic alliance relationships by linking BearingPoint and partner capabilities (and in co-opetition)	• Has a driven focus on building a pipeline of new opportunities and demonstrates advanced sales disciplines and skills
Developing Winning Value Propositions	• Researches and collates content from internal and external sources as input to proposals	• Articulates and write sections of proposals or presentations to align with overall messaging	• Takes ownership for completing elements of proposals, presentations of new value propositions	• Develops and builds value propositions to meet specific market challenges based on overall BearingPoint vision	• Can articulate what Firm's value propositions/ USPs are or need to be and manages their development	• Owns and leads specific targeted sales efforts in new and existing accounts	• Sets the overall culture, vision, context, win themes and objectives and leads sales teams, campaigns and proposals

Competencies by level:

People & Practice: Developing People, Teams & Leadership

Developing People, Teams & Leadership 	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
	- Helps develop client staff - Works well with support staff and colleagues - Contributes to a positive working environment - Seen as a team player	- Takes time to coach and develop less experienced people - Shares own experiences with more junior people	- Coaches less experienced persons on their career development - Assists others when they face difficult situations	- Seen as an effective DM and EM - Aligns projects with people's development needs - Is seen as an active coach of teams and people - Promotes the Firm's performance process - Provides timely, mature and objective feedback	- Helps others see bigger picture and links work and private goals - Sought out for effective career mentoring - Proactive on the job, a trainer and coach - Celebrates wins - Develops deeper connections within team to build understanding and trust	- Respected mentor and coach - Favors stewardship principles for people development	- Respected mentor and coach - Helps others see the larger development context and aligns personal to Firm vision - Applies stewardship principles for people development - Recognizes achievements in the team
Demonstrating Leadership 	Demonstrates professional behavior, passion and a willingness to help others	Promotes professionalism and the importance of team-play	Is viewed as a person who always seeks and finds ways to achieve excellence	- Stands by team when under pressure - Is perceived as a leader - Leads by example and gains others' trust and respect - Supports wellbeing of team - Demonstrates the BearingPoint approach to sustainable leadership	- Helps practice or team to understand Firm's strategy - Is recognized as a role model internally and by external business partners - Motivates others - Proactively manages wellbeing concern in team	Promotes and enforces Firm's strategy	- Manages vision & purpose - Widely respected role model - Servant leadership style - Inspires people by linking daily work to Firm's vision & strategy

Competencies by level:

People & Practice: Developing Practice & Culture

Developing Practice & Culture	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Developing Practice	- Attends and is active at Firm events and meetings - Participates in Firm's CSR activities	Supports Firm events and initiatives on CSR	- Participates and encourages others to join internal activities - Uses own network to help recruit new talent - Understands Firm's profitability levers	- Actively supports internal activities, Firm events and meetings, including CSR activity - Offers ideas on how to improve operations - Can explain management decisions to people	- Challenges and assists in additional practice development outside own role - Leads or co-leads internal projects - Leads Firm events	- Builds and develops practice area - Coordinates Firm-wide initiatives - Leads Firm events	- Displays strong ownership for Firm's future development - Contributes to Firm achieving its vision and mission - Sponsors and promotes firm's CSR activities
Developing Firm Culture	Generally not applicable	Explains Firm culture to new people and helps them integrate	- Cares about Firm's culture in daily actions - Makes sure policy and procedures are being followed	Helps communicate Firm updates and promote culture, policy and procedures	- Proactively promotes Firm culture and code of conduct - Shows loyalty to management decisions	- Walks the talk - Leads by example	Is a role model in creating a sustainable culture in the firm

Competencies by level:

People & Practice: Developing Self

Developing Self	Analyst	Consultant	Senior Consultant	Manager	Senior Manager	Director	Partner
Learning Continuously	- Seeks feedback - Uses performance process to guide own career and development	- Sets challenging personal goals and invests time to continuously improve - Is focused in learning functional, technology or industry areas	- Sets personal goals linked to those of the practice - Is focused in learning to achieve expert status and multi-functional capabilities	- Concentrates learning on management skills - Keeps up to date on latest economic and business trends	- Aligns personal and Firm goals - Is aware of own competencies still to be developed and takes actions	- Aligns personal and Firm goals - Is aware of own competencies still to be developed and takes actions	- Owns engagement goals - Owns and manages legal and contractual relationships - Innovates to improve project profitability
Learning Systemically	Learns from experiences and mistakes	Learns from connecting experiences to see larger picture	- Begins to connect different knowledge disciplines - Learns through active listening and reflection	- Sees holistic patterns and systems - Learns based on experience and reading - Seeks coaching	Exhibits ability to understand complex systems over time and apply it to develop more holistic answers	Exhibits ability to understand complex systems over time to develop more holistic answers	
Applying Creativity	Adopts a proactive attitude and is open to new ideas	Understands importance of “thinking outside of the box”	Challenges status quo and stretches self to identify new creative answers	- Stimulates creativity in groups - Develops innovative workable answers	- Shows passion for entrepreneurship - Finds ways to improve the way we do things	- Shows passion for entrepreneurship - Drives and leads team to continuously find ways to improve the way we do things	
Assuming Responsibility	- Seeks to achieve excellence - Displays tenacity and sense of responsibility - Is committed, reliable, positive and effective - Shows integrity and respect for others	Adapts to situations and respects all commitments even when faced with conflicting deadlines	- Exhibits strong accountability for work assigned - Displays mature judgment and objectivity in decision making	- Is accountable to the Firm - Acts with purpose and actively promotes sustainable practices - Takes responsibility when needed - Balances risks and rewards in all decision making	- Assumes leadership whenever situation calls for it - Supports Firm decisions regardless of own role	- Assumes leadership whenever the situation calls for it - Supports Firm decisions regardless of own role	



About BearingPoint

BearingPoint consultants understand that the world of business changes constantly and that the resulting complexities demand intelligent and adaptive solutions. Our clients, whether in commercial or financial industries or in government, experience real results when they work with us. We combine industry, operational and technology skills with relevant proprietary and other assets in order to tailor solutions for each client's individual challenges. This adaptive approach is at the heart of our culture and has led to long-standing relationships with many of the world's leading companies and organizations. Our global consulting network of more than 10,000 people serves clients in over 75 countries and engages with them for measurable results and long-lasting success.

Contact

Firm-Wide People Development

FW_PD@bearingpoint.com