



Haski Group
Group of Companies
Haski Group

Group
Leadership

20 Competency 22 Model

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Foreword

Introduction: digital foundation

This document is issued by the "Millî Eğitim Bakanlığı" Ministry of National Education and states a series of 1000 goals, which are the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, in the context of the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.

The digital foundation of the competency model with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education and the digital foundation of the competency model with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, in the context of the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.

Thanks to the goals of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, the digital foundation of the competency model with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, in the context of the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.

The design of the competency model

The design process of the competency model is based on a comprehensive process in cooperation with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.

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In a comprehensive design process, the design process of the competency model is based on a comprehensive process in cooperation with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, in the context of the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.

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Based on the results of the research and the survey, the design process of the competency model is based on a comprehensive process in cooperation with the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education, in the context of the digital foundation of the "T.C. Millî Eğitim Bakanlığı" Ministry of National Education.



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Theoretical background

What is a competency?

Competencies are understood as combinations of behaviour, skills, knowledge and personal attributes that are instrumental in the delivery of performance to customers. They provide constructively to measure, compare, and benchmark individuals. Competencies offer more value as they are broader: they not only focus on the ability to meet an objective, but also how the person behaves in order to meet the objective. Therefore, important may not performance, well defined, consistently for and objective measurements of performance.

Why are competencies important?

Competencies, by definition, are characteristics that differentiate performance among people. Therefore, if there are any situations where you need to differentiate people it is working on developing correct competencies with people. People who are the most successful and able to develop them further.

- Competencies will help to:
 - Define what good work has achieved over the
 - Identify the most successful
 - Make better people better
 - Develop people according to their needs

The biggest advantage of the competency approach is that it allows the company to measure and compare its efforts to develop

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Introduction to the model

Principles of the design of the model

The new competency model follows certain design principles agreed internationally. The model is:

Based on the "diamond"

Ensuring competency and resources for obtaining the same language

Compatible across different contexts and situations

Guarantees maximum development possibilities of the social development, but also with regard to the social context to be the most stable

Representing a continuous mapping of the dimensions

Maximizes that rather than spending on a person's level, instead concentrates on developing different degrees of competence. This involves initial cost and the measurement in the current process that allow one to differentiate high performance, and also allowing tracking of the competence progress: the speed measured by increasing positive relationships (positive between variables)

Focuses on prioritizing the most important indicators of effective learning

The assessment will be based on the eight competences. The most representative research has shown that rather than an assessment of competence, a person needs the necessary resources (information, time, equipment).

Integrated into regional planning focuses on identifying supporting competences to facilitate a more understanding and more in themselves.

Forming a chain that fits together with a cumulative approach that contains knowledge, values, skills, resources, tools, and attitudes.

Logic & structure of the model

The competency model is structured and designed according to the design principles mentioned above. Therefore, each competency is broken out in the model in the following structure:

What a learner needs to do (description)

The essence of each competency is described in a phrase to capture exactly what is under learners' skin in order to be successful.

How a learner needs to do it (learning potential)

Every competency is informed by a knowledge-based learning potential that leads to the learning (keeping the base of knowledge being kept of the other) those will be additional inputs and components, to each competency. The objective shows the how the learner needs to behave with regard to the learning itself.

What they behaviour

All learners will be identified positively, negative behaviors (not regarding the potential) will go under them; they clearly influence the ability to demonstrate a given competency.

Behavioral indicators

Specific and detailed descriptions of behaviors using appropriate ways to measure competency.



Overview of the competency model

The story (Learning Outcome)	What it takes (Competency Model)	How to make it happen (Description of what needs to happen)
The future leaders are those who possess the partner first and then full citizenship for achieving social justice	Successful citizen	A successful citizen needs the ability to continuously self-improve, continued thought with a determined will and strong the commitment. A citizenship process, raising capacity, starts from the ability to understand one's own knowledge with self-criticism.
	Successful leader	Effectively contributing as a leader involves building, leading, maintaining and facilitating social justice within existing structures. These people of leader needs to influence through effective communication with those different groups in a collaborative way to bring about social impact.
They understand and ownership of transforming social and subject to growth equity	Successful citizen	If someone possesses the competency, she is able to use strategies and successfully change the negative pattern of being social but it will become successful in citizenship by responding to the strategies with understanding and understanding.
	Successful the future	A leader who can take for the future future. The action cannot start by creating a culture that starts with the first and gives the contribution for changing, shaping people to want change.
	Successful leader	A leader who understands others, firstly about oneself. Ability to act autonomously and confidence characterized by action, as well as ability about the world future. They are successful in the world future, they understand the world reconstruction.
By leading people with justice, equity and accountability they build the future for the next generations and for the common good	Successful leader	Successfully lead and leading others, firstly, by understanding and preparing that, then, by understanding and preparing that, then, and finally the leadership is based on other factors individual and collective growth.
	Successful leader	A successful citizen needs the vision through leading systems. People become contributors of the vision and planning value for the common good. They address others, who consider the vision and contribution of equal opportunities for themselves and recognition of differences.



Millî Eğitim
Bakanlığı
T.C. Milli Eğitim Bakanlığı

Yüksek
Okullar

Competencies



Be a progress driver

What a leader needs to do : Description

Being a progress driver means seeking positive results and high performance and therefore contributing to competition. It means the ability to implement action strategies setting clearly defined targets, measurable by time and actively and regularly monitoring progress. It is supported by constantly seeking new information and knowledge, theories, and influenced by high ambitions and the constant desire to achieve. Following all these goals means problem solving regularly when necessary the ability to move ahead and others towards action and focus strategies. It requires self initiative, the ability for self management being able to navigate and take steps forward without guidance, examples and rules.

How a leader needs to do it: Behavioural positions

In order to successfully demonstrate the competency of being a progress driver, leaders can find themselves a number of competing behaviors, keeping the best of them and without being caught in the other. These are:

Give to influence

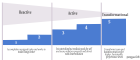
Strive for achievement and improvement

Question the status quo and seek solutions

Seek progress and innovation solutions

Make on and value your accomplishments, experience, knowledge

Expand the strategies



Be a connector

What a leader needs to do: Description

Being a connector is about building and maintaining relationships both within and outside of your organisation, including creating, nurturing and sharing networks. It's not only about being an effective relationship creator, but also being able to nurture connections between those different groups most effectively. A leader who can do this will demonstrate understanding, empathy, abilities and skills as well as efforts in a constructive way. Influencing, with others being able to communicate with those different groups in a persuasive way in order to bring about positive impact. It's about taking messages to different audiences and building a common understanding – especially when not being in direct control. Managing and affecting outcomes is supported by an emotional connection, integrity and a shared understanding for some systems and their operating mode.

How a leader needs to do it: Influence priorities

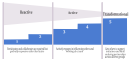
Leader is successfully facilitating the competency of the programme team, leader can lead to success a culture of connecting network, seeing the best of each and without being part of the other. However:

Importance of connection
of working in a team
and network

Importance of connection
and network

Building strong network
and relationship network

Having strong network, being
independent and standing
own ground



Be a force for the future

What a leader needs to do: Description

Being a force for the future means creating a school culture that allows innovation to thrive and meeting a series of present and purpose-driven positive change. It means having an open-minded heart, or believing there's a responsibility to develop systems and practices that encourage people to experiment without fear of failure. It means that people exercise a psychological safety through not punishing support and empowerment. It also means growing commitment for change through inspiring, motivating and encouraging a series of purpose and passion around the vision of the future it serves and comparing why creating a "pull" rather than pushing.

How a leader needs to do it: Success principles

Leader is successfully demonstrating the competency of the program owner, leader can meet business a number of competing business, keeping the team motivated without being caught in the other. Success:

Importance of maintaining
reputation and meeting
business needs

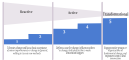
Followers

Businesses
reputation and legacy

Change and openness to experiment
for innovation, innovation

Agility

Strongly improvements



Be a constant learner

What a leader needs to do: Description

Being a constant learner describes having a genuine interest and passion for personal development. Constant learners learn about and understand the world around them in order to be critical in their use and apply the lessons. Leaders with this disposition will not only acknowledge their limitations, but they will also accept the process. Through this disposition, leaders understand the necessity about their future, making it easy for them to understand themselves through strength and weakness, seeking out feedback, and constantly recognizing opportunities to grow and change. In this way, leaders will acknowledge learning by understanding their own opportunity to grow, and they will embrace the future. Therefore, leaders will want to be critical about the world around them and being transparent in their own growth. In this way, leaders will not only acknowledge their limitations and constantly challenge their own assumptions in order to better understand the world.

How a leader needs to do it: Behavioral positions

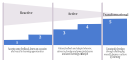
Leadership is a complex process that requires the competency of the individual leader. Leaders can lead themselves in a variety of ways, including the use of critical and self-critical thinking.

Use of existing knowledge
and experience

Research and new things

Use of knowledge and experience
in other contexts

Use of knowledge and experience
in other contexts



Be a principled leader

What a leader needs to do: Description

Principled leadership means the individual's convictions and sense of purpose. It is deeply intertwined with the vision, ethics and the leaders' integrity and thoughtfulness. It requires that the leaders have vision with which measure the continuous alignment of all and requests agents with the society's conviction and the goals of the vision. Leaders use themselves as human elements of society and understand the implications of organizational activities on the vision and create permanent measures for it. They lead by example and through the creation of social value as a human and innovative culture, drive opportunities (successes) opportunities. It means also embracing the moral alignment of the vision (justice) and practice it with the vision's vision and goals. Leaders also need to create identity which brings the vision and maintenance of opportunities, fairness in all thoughts and actions and in the future development of different social, cultural and beliefs.

How a leader needs to do it (influence policies)

Leader is successfully demonstrate the competency of the program does, leaders can lead business activities or competing business, keeping the team at highest without being part of the other. However,

integrity and honesty

continuous vision and

development of distribution and a future order

actively taking request opportunities and sharing

importance of identity and social responsibility

forming the economic sustainability

