1. Solving complex problems, including Design Thinking

Competence: Solving complex problems, including Design Thinking	
Creativity	o creative thinking o co-creation o hacking / out of the box thinking o imagining the future and developing a process for intervention
Cognitive skills	o analytical skills o cognitive skills o critical thinking o tackling 'wicked' problems o applying knowledge o research skills o methods skills
Social skills	o teamwork o giving and receiving feedback o integrity o moral leadership o ability to come with reasoned solutions to ethical dilemmas
Communicative skills	o listening skills o ability to talk and write with different and diverse partners o information gathering o presentation skills
Profession-specific skills	o applying know-how

2. People skills

Competence: People skills	
Teamwork	o contributing to positive team dynamics o working autonomously in the interest of shared goals o accountability o giving constructive feedback o Knowing how to define a role as part of a team o Identifying the strengths of team members
Leadership	o taking initiative o dealing appropriately with conflict o ability to motivate o ability to listen actively
Intercultural competences	o cultural empathy o open-mindedness o flexibility in behavior o assessing different backgrounds, genders, races, religions, or political persuasions o correctly and constructively negotiating these different backgrounds

Self-regulation	- receiving feedback and being able to make adjustments accordingly - dealing with changes and uncertainty and adapting to new situations - compassion with others - social initiative - adaptability

3. Communication

Competence: Communication skills	
Language skills	- speaking clearly - writing clearly - interview skills - editing skills - presentation skills - ad lib skills - ability to adapt to different audiences - competent in different languages
Knowledge exchange	- interpreting and incorporating information - adapting speech/writing to different audiences
Persuasion	- argumentation - negotiation - marketing ideas
Intercultural competences	- establishing and maintaining cross-cultural networks - expressing ideas, knowledge, and feelings in a culturally sensitive way
Teamwork	- listening and understanding - assertiveness - facilitating discussion - providing appropriate feedback - perceiving non-verbal messages

4. Initiative and enterprise

Competence: Initiative and enterprise	
Pioneering mind-set	- identifying opportunities not obvious to others - analytical and cognitive skills - critical reflection - out-of-the box thinking/hacking - identifying and tackling 'wicked problems'
Leadership skills	- strategic thinking - people skills - decision taking

	o accountability and assuming ownership o integrity and moral leadership

5. Planning and organizing

Competence: Planning and Organising	
Time management	o setting priorities o meeting deadlines o coordinating different activities o maintaining a healthy work-life balance
Project management skills	o collecting, analysing, and organising information o using IT to organise data o solving problems
People skills	o motivating others o identifying problems and solving them o identifying and deploying team members' strengths
Self-regulation	o resourcefulness when faced with difficulties o discipline o adaptability o emotional stability

6. Self-regulation

Competence: Self-regulation	
Learning goals	o managing one's learning and one's learning goals o identifying and seeking out appropriate development opportunities
Confidence and stability	o emotional stability o responsibility o self-reliance o resourcefulness o articulating own ideas and vision o social initiative o adaptability
Dealing with feedback and setbacks	o ability to readjust after setback o accepting failure and taking steps for improvement or another approach o eliciting feedback from peers and superiors
Planning and organising	o time management o ability to focus and concentrate o goal-setting o future-mindedness o evaluating and monitoring own performance o self-reflection

7. Profession-specific skills

Profession-specific practical skills	
Advanced technical skills such as using Adobe InDesign, video-editing, or Google Analytics or designing and implementing a communication / social media campaign. Due to the wide and innovative range of profession-specific skills the suggestions here are tentative. The constant innovation of software and the fluctuating field of social media implies that some particular skills become obsolete quickly while others need to be introduced. The general consensus is that such technical, practical skills can easily be acquired, either by proper training (either or not on-the-job) or by self-learning. This means that the competency of self-regulation, with goal-setting and the ability to identify knowledge gaps and discover how to fill those gaps, is more essential than the practical skills as such. *Students can develop these skills in some specific IBC0M courses, but also in work-related experience, internships, in thesis research, and Labour Market Orientation events such as peer-to-peer workshops, PAC events, COOPr academy, Honours Programme, etc.*	
Content creation & content editing	o e.g. develop a company/project story (storytelling); create and manage professional social media account.
Managing and organizing research and data	o e.g. Refworks, SPSS, transcription software
Relevant IT skills	o e.g. spreadsheets, Google Analytics

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