

# EIT Climate-KIC Capability Framework

How we show up for impact

## What is the capability framework?

Climate-KIC's mission is to catalyse systemic change through innovation. Our Theory of Change is focused on empowering people to change systems – through exploration, experimentation and demonstration. And our approach assumes strategy is a process of active learning and continual evolution which sees innovation and learning as the most effective means to catalyse transformation in the face of uncertainty. **The core capability framework describes the generic skills and behaviours that are important for every role in EIT Climate- KIC to achieve our mission.**

Our strategy focuses on impact of our initiatives and actions. **Impact** is one of our core dimensions of capability framework as our individual actions and behaviours contribute and come together to achieve organizational objectives. We are acting as an orchestrator of systemic change, working with problem owners and different stakeholders- **influence** is the second of the dimensions, which describes how we work in the wider context of diverse points of views, relate to others in our work and take account of their perspectives. Our actions rely on experimentation, exploration and taking risks. The third key factor is **risk**, and describes how we manage uncertainty, the way in which we take responsibility and make decisions. Sensemaking and learning is at heart of what we do, and is essential for us to be successful. **Growth** describes how we learn and support others' learning through challenges.

These capabilities establish a common set of core competencies and underpin and support delivery of all of the roles. Together with the functional skills and knowledge described for each role they capture what is necessary for successful performance and delivery of our new strategy.

## How do we use the capabilities?

The four core capabilities are used in:

- managing performance
- planning development and career progression
- developing capabilities that are transferable across roles and assignments
- the foundation of the salary framework. Each level corresponds with one of our four salary bands.

The job advertisement outlines a desired capability level for a specific position. Your capability is assessed through interview, and the remuneration will be guided by the capability level.

## How will the core capability framework be used in the interview process?

Each role is published with one or more indicative capability levels (Foundation, Intermediate, Advance, Alchemist). At the interview you will be asked questions around the level of capability indicated for that role – exploring how you show up, manage and learn from work-experiences - and to testing your fit with the demands of the work at that level. For roles which can be carried out at multiple levels the interview will be tailored to assess your capability level.

To be well prepared for the interview please be prepared to talk through specific work experiences that are relevant to the levels (s) indicated on the role description. The same experience may be relevant to more than one question. Many of the questions will follow a similar process of asking

"tell me about a time when.. " followed by a series of probing questions following the CAR ( challenge, action, result ) or STAR ( situation, ask, action, result ) model.  
We will also assess functional skills and knowledge - the capabilities and mindsets described in the role description through additional questions.

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**Alchemist**

Shape the conditions for transformation, testing constraints and opening possibilities. Positions self and others within networks of interested stakeholders and co-creates the terms of engagement with them.

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**Advanced**

Contribute strategically, anticipating stakeholder needs and system influences. Design and develop exploratory pathways ahead while taking advantage of existing programmatic, operational or partnership strengths.

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**Intermediate**

Contribute through others with accountability for team execution. Fits means to ends, addressing issues and barriers. Improves what exists, and shifts with priorities. Crafts a meaningful narrative for continuity and change.

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**Foundation**

Contribute independently to generate quality, timely service, often within teams. Relies on interpretation and judgment to co-create for internal or external customers interim or final deliverables based on negotiated expectations.

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Lower complexity demand  
More concrete  
Shorter time frame to evaluate results