2.06	Openness	Openness is the ability to make others feel that their contributions are welcome, so that the project can benefit from their input, suggestions, concerns and care. As the project team members in some areas often know more than the manager, openness is very important.
2.07	Creativity	Creativity is a mental and social process that develops new ideas and concepts or new relationships between already existing ideas or concepts in the creative mind. The project manager should use her/his own and the creativity of the project team for the benefit.
2.08	Result orientation	To be result-oriented is to get the maximum out of clear and measurable pre-defined agreements and assumptions. The project manager shall ensure that the results of the project satisfy the wishes and needs of relevant stakeholders.
2.09	Efficiency	Efficiency is the ability to spend time and resources optimally in generating the agreed results and meeting stakeholders' expectations. Efficiency is also to use methods, systems and procedures in the best way.
2.10	Consultation	Consultation is the competence to reason, to present solid arguments, to listen to other points of view and to negotiate and find solutions. When based on respect, systematic and structured thinking, analysis of facts and arguments or scenarios, consultation leads to mutually accepted decisions.
2.11	Negotiation	Negotiating capacity is a competence that enables parties to resolve disagreements and reach mutually satisfactory solutions.
2.12	Conflict & crisis	The concept covers ways to deal with conflicts and crises that may arise between different individuals and parties.
2.13	Reliability	Reliability is the competence to deliver what was promised at the right time and in the agreed quality.
2.14	Values appreciation	The appreciation of values is the ability to recognize the inherent qualities of other people and understand their views. The term also includes the ability to communicate with others and be receptive to their opinions, positions, and ethical standards. The central basis for value recognition is mutual respect.
2.15	Ethics	Ethics is a system of moral principles and represents both personal and professional freedom as well as its boundaries within the organization.

FIGURE 11.3
IMPA's 15 behavioural competencies for managers. © Praxis – Nyt Teknisk Forlag 2020