

# Competency Overview

## Skip Gast

# Caution

knowledge  
skills  
abilities  
behaviors

## COMPETENCY



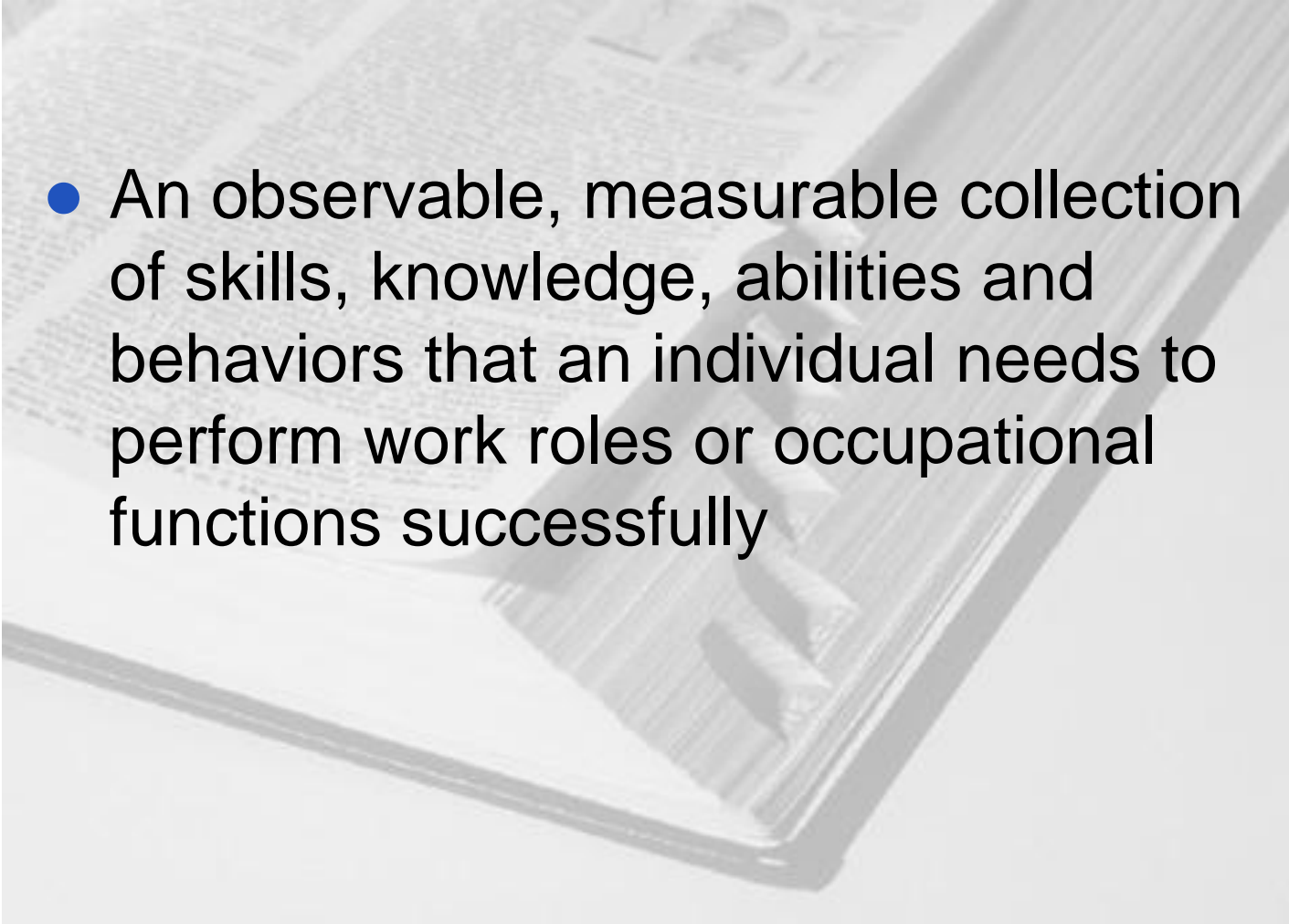
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## COMPETENCE

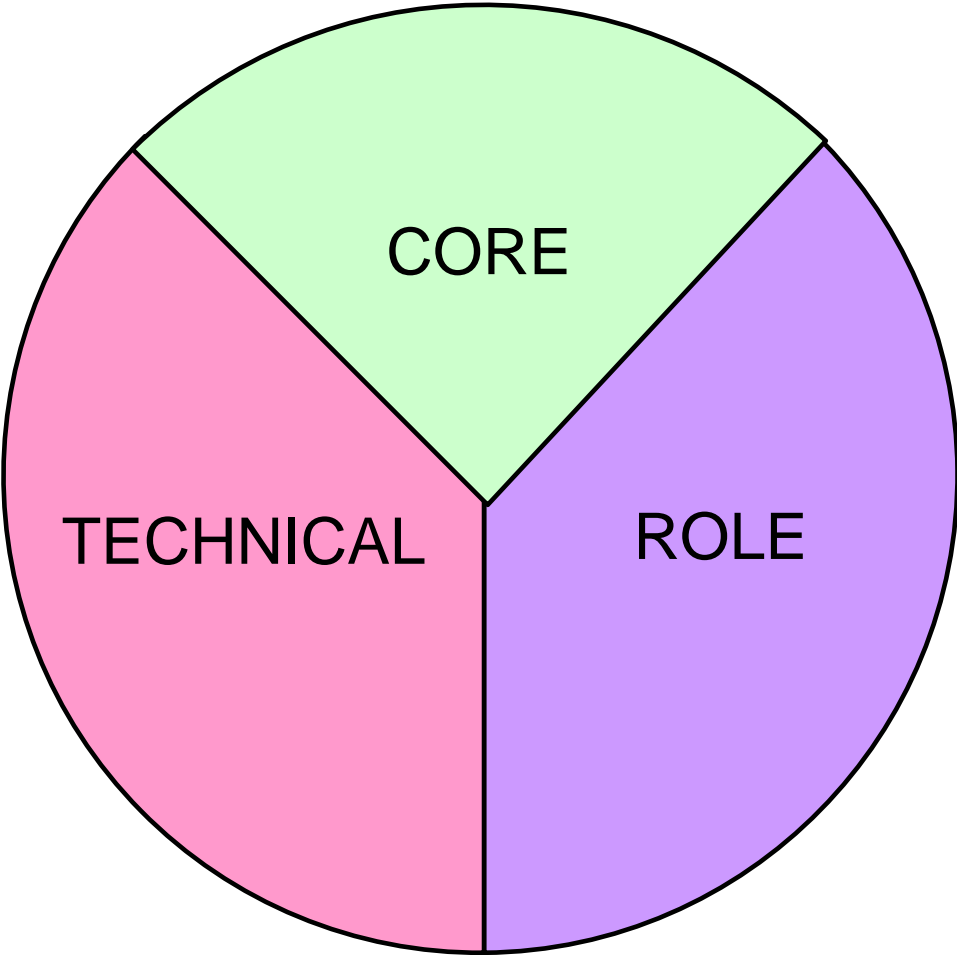
state or quality of  
being adequately  
or well qualified



# What is a Competency?

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- An observable, measurable collection of skills, knowledge, abilities and behaviors that an individual needs to perform work roles or occupational functions successfully

# Three Kinds of Competencies

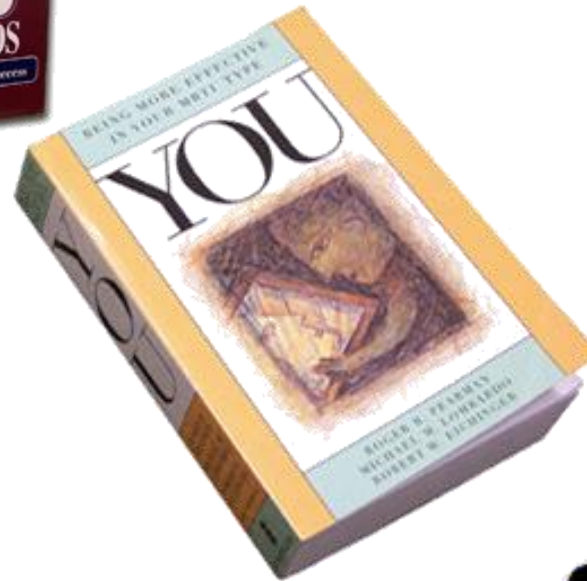
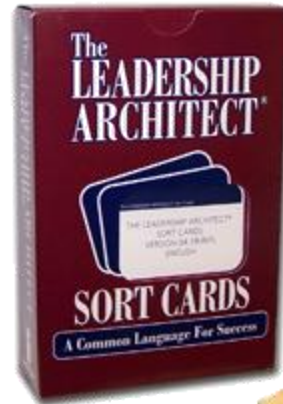


# Leading Competency Model Companies

- Lominger/Korn-Ferry International
- Personnel Decisions International (PDI)
- Development Dimensions International (DDI)
- Hay/McBer (Hay Resources Direct)

# Why Lominger/Korn-Ferry Selected

- Card Sorts
- Myers-Briggs & Development
- Choices Assessment for Potential



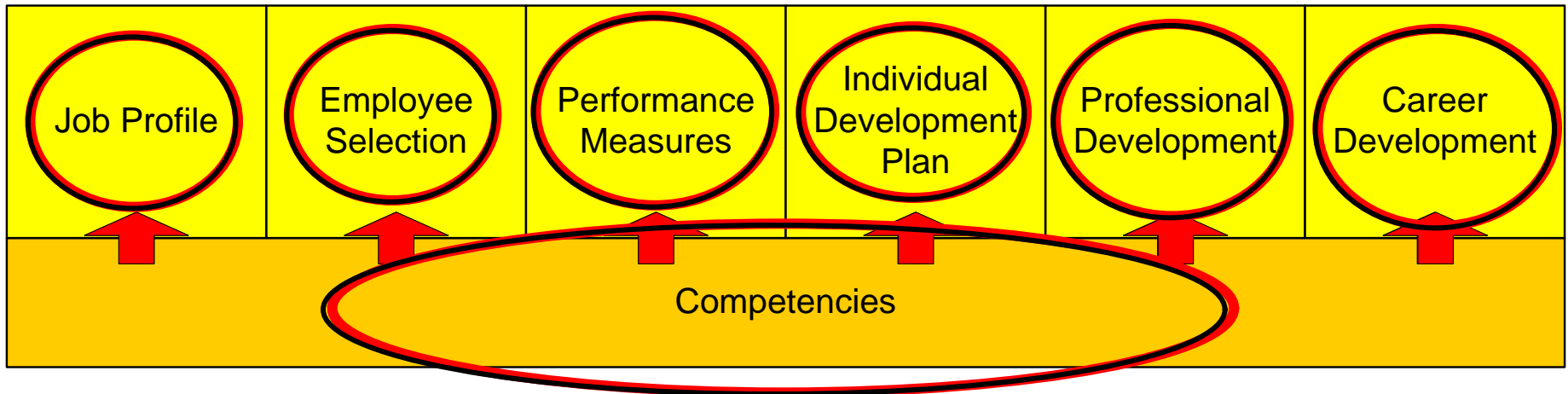
# A Competency Library Supports Major Business Processes



# Impact of Competencies on the Organization

- Greater consistency and effectiveness in hiring, developing, and retaining employees.
- Simplify and standardize interviewing process.
- Improve understanding of current role requirements for professionals.
- Establish clear expectations about future opportunities for professionals.
- Differentiate superior performance from average performance.

# Relation to Other Activities



## Example – Dealing with Ambiguity

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

- Job Profile

- Must be able to decide and act without having the total picture.

- Employee Selection

- Tell me about a time when you had to make a decision and the information available was totally inadequate.

- Performance Measures

- Project deadlines are met 90% of the time with a PDI client satisfaction rating of 72.

## Example – Dealing with Ambiguity

- Individual Development Plan
  - Need to focus on getting to the root cause of the problem. Uncertainty about the problem often leads to wasted time on gathering data or developing options that may not be relevant.
- Professional Development
  - Practice dealing with ambiguity by integrating a diverse system, process or procedure across a decentralized and/or dispersed unit.
- Career Development
  - Must demonstrate comfort making decisions in several unknown situations to move to the next level.

# How We Plan to Use Competencies Going Forward

- Selection
  - Interview guides
- Performance Management
  - Core values assessment
- Competency Modeling
  - Develop models for various positions
- Succession Planning
  - Discuss future potential and past performance of identified candidates

## What We Need from You

- Approve Core Competencies
- Approve Executive Competencies

**Factor I: STRATEGIC SKILLS**

- Cluster A — Understanding the Business
  - 5. **Business Acumen**
  - 24. **Functional/Technical Skills**
  - 61. **Technical Learning**
- Cluster B — Making Complex Decisions
  - 17. **Decision Quality**
  - 30. **Intellectual Horsepower**
  - 32. **Learning on the Fly**
  - 51. **Problem Solving**
- Cluster C — Creating the New and Different
  - 2. **Dealing with Ambiguity**
  - 14. **Creativity**
  - 28. **Innovation Management**
  - 46. **Perspective**
  - 58. **Strategic Agility**

**Factor II: OPERATING SKILLS**

- Cluster D — Keeping on Point
  - 16. **Timely Decision Making**
  - 50. **Priority Setting**
- Cluster E — Getting Organized
  - 39. **Organizing**
  - 47. **Planning**
  - 62. **Time Management**
- Cluster F — Getting Work Done Through Others
  - 18. **Delegation**
  - 19. **Developing Direct Reports and Others**
  - 20. **Directing Others**
  - 27. **Informing**
  - 35. **Managing and Measuring Work**
- Cluster G — Managing Work Processes
  - 52. **Process Management**
  - 59. **Managing Through Systems**
  - 63. **Total Work Systems**

**Factor III: COURAGE**

- Cluster H — Dealing with Trouble
  - 9. **Command Skills**
  - 12. **Conflict Management**
  - 13. **Confronting Direct Reports**
  - 34. **Managerial Courage**
  - 57. **Standing Alone**
- Cluster I — Making Tough People Calls
  - 25. **Hiring and Staffing**
  - 56. **Sizing Up People**

**Factor IV: ENERGY AND DRIVE**

- Cluster J — Focusing on the Bottom Line
  - 1. **Action Oriented**
  - 43. **Perseverance**
  - 53. **Drive for Results**

**Factor V: ORGANIZATIONAL POSITIONING SKILLS**

- Cluster K — Being Organizationally Savvy
  - 38. **Organizational Agility**
  - 48. **Political Savvy**
- Cluster L — Communicating Effectively
  - 49. **Presentation Skills**
  - 67. **Written Communications**
- Cluster M — Managing Up
  - 6. **Career Ambition**
  - 8. **Comfort Around Higher Management**

**Factor VI: PERSONAL AND INTERPERSONAL SKILLS**

- Cluster N — Relating Skills
  - 3. **Approachability**
  - 31. **Interpersonal Savvy**
- Cluster O — Caring About Others
  - 7. **Caring About Direct Reports**
  - 10. **Compassion**
- Cluster P — Managing Diverse Relationships
  - 4. **Boss Relationships**
  - 15. **Customer Focus**
  - 21. **Managing Diversity**
  - 23. **Fairness to Direct Reports**
  - 42. **Peer Relationships**
  - 64. **Understanding Others (groups)**
- Cluster Q — Inspiring Others
  - 36. **Motivating Others**
  - 37. **Negotiating**
  - 60. **Building Effective Teams**
  - 65. **Managing Vision and Purpose**
- Cluster R — Acting with Honor and Character
  - 22. **Ethics and Values**
  - 29. **Integrity and Trust**
- Cluster S — Being Open and Receptive
  - 11. **Composure**
  - 26. **Humor**
  - 33. **Listening**
  - 41. **Patience**
  - 44. **Personal Disclosure**
- Cluster T — Demonstrating Personal Flexibility
  - 40. **Dealing with Paradox**
  - 45. **Personal Learning**
  - 54. **Self-Development**
  - 55. **Self-Knowledge**
- Cluster U — Balancing Work/Life
  - 66. **Work/Life Balance**

**FACTOR VII (S1): — TROUBLE WITH PEOPLE**

- Cluster V — Doesn't Relate Well to Others
  - 101. **Unable to Adapt to Differences**
  - 106. **Blocked Personal Learner**
  - 108. **Defensiveness**
  - 112. **Insensitive to Others**
- Cluster W — Self-Centered
  - 103. **Overly Ambitious**
  - 104. **Arrogant**
  - 105. **Betrayal of Trust**
  - 107. **Lack of Composure**
  - 109. **Lack of Ethics and Values**
  - 119. **Political Missteps**
- Cluster X — Doesn't Inspire or Build Talent
  - 110. **Failure to Build a Team**
  - 111. **Failure to Staff Effectively**
  - 117. **Overmanaging**

**FACTOR VIII (S2): — TROUBLE WITH RESULTS**

- Cluster Y — Too Narrow
  - 113. **Key Skill Deficiencies**
  - 114. **Non-Strategic**
  - 115. **Overdependence on an Advocate**
  - 116. **Overdependence on a Single Skill**
- Cluster Z — Doesn't Deliver Results
  - 102. **Poor Administrator**
  - 118. **Performance Problems**