

JOB COMPETENCY MODEL: LEARNING AND DEVELOPMENT CONSULTANT POSITION

INTRODUCTION

This job model includes:

- ◆ A summary of the main responsibilities
- ◆ A detailed description of the main responsibilities showing key tasks and performance criteria
- ◆ The competencies identified as most important for effectiveness in this job with descriptions of specific behaviors contributing to effectiveness

Note that the competencies for this job were selected from **Workitect's** set of 35 competencies. The selected set does not include all the skills and competencies required for this job.

SUMMARY OF MAIN RESPONSIBILITIES

1. Identifying the regions' training and development needs and priorities.
2. Developing or securing training and other learning solutions, including web-based training, to meet the regions' needs.
3. Delivering training and other learning solutions.
4. Developing or securing and implementing organizational development (OD) solutions to help implement change and to address regional organizational issues as they emerge.

DETAILED DESCRIPTION OF MAIN RESPONSIBILITIES

1. Identifying the regions' training and development needs and priorities (with the Regional HR Director).

◆ Main Tasks

- Meet with key region leaders to discuss staff performance issues and priorities
- Determine adequacy of and continuing need for existing programs
- Identify new programs and other interventions needed to address performance issues
- Develop initial plan of programs and other solutions to meet agreed upon needs including costs and timeframes
- Review plan with each Regional HR Director for approval; work with HR Director and other region leaders to resolve issues about which needed programs will be funded and which differed
- Publish training calendar for the year and known dates for other planned events

◆ Performance Criteria

- Training offered is focused on improving skills in identified performance areas
- Training and other events are scheduled at times designated by regional leaders
- Calendar for each region published on time

2. Developing or securing training and other learning solutions, including web-based training, to meet the regions' needs.

◆ Main Tasks

- Develop or source training and other programs that will meet the needs defined in terms of content, length and delivery methodology
- Complete make/buy assessments to ensure that programs instituted are the most cost effective
- Manage the program development process to ensure that the completed deliverable meets requirements
- Evaluate new delivery methodologies to reduce training time and costs

◆ Performance Criteria

- Courses or other developed solutions meet established needs and help improve performance in specified areas
- Programs are developed on time and on budget
- Cost/person trained versus last year; time required to complete courses versus last year

3. Delivering training and other learning solutions.

◆ Main Tasks

- Ensure that the training delivered follows agreed upon leader's guides, to ensure consistency and quality of the sessions
- Ensure that each program deliverer is qualified and competent to lead their scheduled sessions
- Evaluate the effectiveness of all delivered programs and seek out ways to improve the delivery or content of each
- Evaluate all program presenters or facilitators to ensure that they meet expected performance standards and provide feedback on how they can be more effective

◆ Performance Criteria

- Sessions are delivered per schedule
- Participant evaluations indicate the course and the instructor were effective and met their needs
- Ideas for improvement are collected from participant evaluations and instructor suggestions and are implemented quarterly
- Program presenters receive participant feedback from each session and formal feedback each quarter

4. Developing or securing and implementing organizational development (OD) solutions to help implement change and to address regional organizational issues as they emerge.

◆ Tasks

- Conduct organizational assessments to diagnose organizational problems.
- Develop organizational interventions and change programs.
- Meet with key region leaders to understand their insights about problems and barriers; support them in championing needed change interventions within their groups
- Meet with HR Director to gain consensus on changes needed within the region and the priorities for various interventions

- Determine who is best qualified to develop and lead a specific intervention
 - Develop or manage the development of interventions to ensure that each will meet the original objectives
 - Lead or support the implementation of each intervention to ensure it is successful in meeting its stated objectives
 - Evaluate the outcome of each intervention to determine whether further efforts are needed
- ◆ Performance Criteria
- Success of implemented interventions in meeting the change criteria originally defined
 - Satisfaction of key clients in region
 - Interventions developed and implemented on time and on budget
 - Leaders' feedback on effectiveness of intervention programs and ways to improve

COMPETENCIES IDENTIFIED AS MOST IMPORTANT FOR THIS JOB

Note: The number in parentheses following each competency title is its number in the list of 35 competencies in our dictionary.

1. Managing Change (#5)

Definition: Demonstrating support for organizational changes needed to improve the organization's effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

Behaviors:

- ◆ Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization
- ◆ Helps individuals and groups manage the anxiety associated with significant change
- ◆ Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods
- ◆ Proposes new approaches, methods, or technologies

2. Influencing Others (#14)

Definition: The ability to gain others' support for ideas, proposals, projects, and solutions.

Behaviors:

- ◆ Presents arguments that address others' most important concerns and issues and looks for win-win solutions
- ◆ Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior
- ◆ Identifies and targets influence efforts at the real decision makers and those who can influence them

3. Building Collaborative Relationships (#15)

Definition: The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

Behaviors:

- ◆ Tries to build relationships with people whose assistance, cooperation and support may be needed
- ◆ Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships
- ◆ Shows an interest in what others have to say; acknowledges their perspectives and ideas
- ◆ Recognizes the business concerns and interests of others

4. Diagnostic Information Gathering (#16)

Definition: Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information when others are reluctant to disclose it.

Behaviors:

- ◆ Identifies the specific information needed to clarify a situation or to make a decision
- ◆ Probes skillfully to get at the facts, even when others are reluctant to provide full, detailed information
- ◆ Seeks the perspective of everyone involved in a situation

5. Forward Thinking (#18)

Definition: Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.

Behaviors:

- ◆ Anticipates possible problems and develops contingency plans in advance
- ◆ Anticipates how individuals and groups will react to situations and information and plans accordingly
- ◆ Anticipates the consequences of situations and plans accordingly

6. Results Orientation (#26)

Definition: Focusing on the desired end result of one's own or one's unit's work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

Behaviors:

- ◆ Maintains commitment to goals, in the face of obstacles and frustrations; does what he/she commits to doing
- ◆ Develops clear goals for meetings and projects
- ◆ Has a strong sense of urgency about solving problems and getting work done
- ◆ Identifies what needs to be done and takes action before being asked or required to

7. Adaptability (#32)

Definition: Openness to different and new ways of doing things; willingness to modify one's preferred way of doing things

Behaviors:

- ◆ Switches to a different strategy when an initially selected one is unsuccessful
- ◆ Is able to see the merits of perspectives other than his/her own
- ◆ Can effectively handle several problems or tasks at once