

A 3-day Workitect™ Certification Workshop

# BUILDING COMPETENCY MODELS

AND COMPETENCY-BASED HR SYSTEMS

Return home ready  
to take a giant step  
forward in improving  
your processes for:

- Leadership Development
- Talent Management
- Succession Planning
- Assessment and Selection
- Performance Management
- and more



## 2012 SCHEDULE

**February 29 – March 2** / Ft. Lauderdale, FL / Pelican Grand Hotel

**May 1-3** / Arlington, VA/ Strategic Analysis Executive Conference Center

# At This Program You Will Learn....

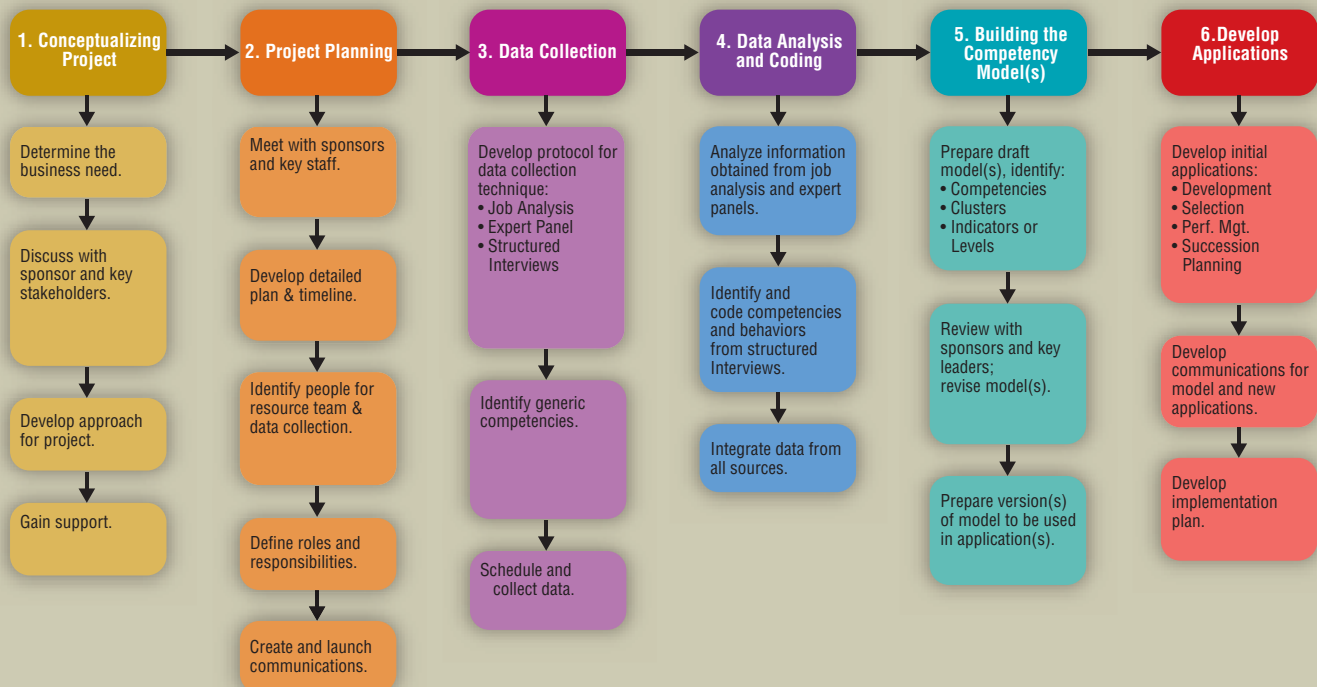


## Are You Selecting and Developing Average Performers or Superior Performers?

- What competencies really are, including:
  - **5 types of competency characteristics...**and the difference between skills, knowledge, self-concept, traits, and motives.
  - **2 categories of competencies...**and the difference between threshold and differentiating competencies.
  - The connection to Emotional Intelligence (EQ) “competencies”
- How competency-based HR systems produce bottom-line results.
- How to Build Job Competency Models—the Right Way!
- How to conduct a Behavioral Event Interview (aka Key Event Interview).
- Approaches for building competency models for multiple jobs in an organization.
- How to plan and develop a focus group for competency modelling.
- How to make the case and sell a competency-based approach to top management.

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### Steps in building an integrated set of competency models



# At This Program You Will Learn....



continued

- How to successfully implement a sustainable competency system.
- How to create practical, effective and integrated processes for:
  - Talent Management
  - Assessment, Selection, and Retention
  - Succession Planning
  - Performance Management
  - Employee Development and 360° Feedback
- How focusing on competencies can make a positive impact on diversity, change management, and organization development initiatives.
- How to select or develop competency development programs and tools.



**This program, ORG-PROGRAM-83032, has been approved for 19.25 (Specified-Strategic Business) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute. For more information about certification or recertification, please visit the HRCI home page at [www.hrci.org](http://www.hrci.org)**

## **While developing these 7 competencies for yourself:**

- Initiative—identifying what needs to be done in order to improve the selection, development and retention of talent—before being asked.
- Influencing—gaining others' support for the process.
- Diagnostic Information Gathering—using skillful questioning to draw out information required for model building.
- Analytical Thinking—using a logical, systematic, sequential approach.
- Conceptual Thinking—applying a theoretical framework to solve a complex organizational problem.
- Facilitating of Groups—effectively generating data and support from expert panels and focus groups in order to build and validate models.
- Written Communications—writing job models in clear and concise language that all employees can understand and apply.

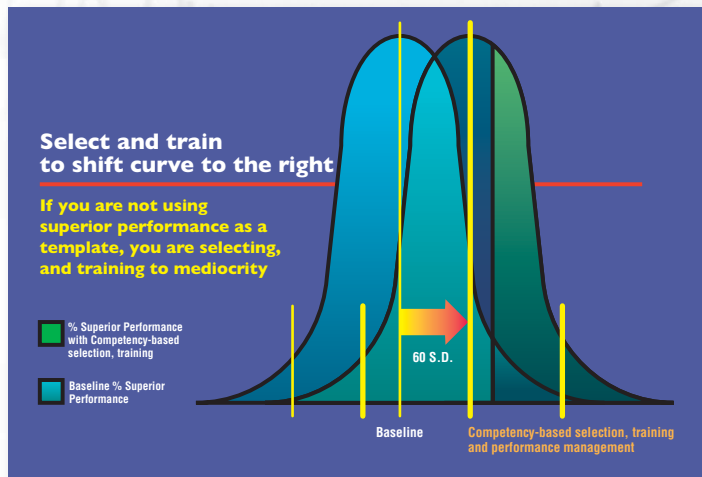


# 16 Special Benefits of Attending



*Each participant who successfully completes this program will be certified to use Workitect's competency menu and more than 30 forms, templates, instruments, and tools for implementing competency-based HR systems, and will receive:*

- 1.** Rights to use 54 high quality PowerPoint slides from our "Competencies 101" and "The Case for Competency-Based HR Systems" presentations.
- 2.** Advice and coaching from experienced competency experts who have helped hundreds of organizations implement competency-based HR processes...Email your questions to Dr. Richard Mansfield, [rm@workitect.com](mailto:rm@workitect.com), Dick Gerlach, [rg@workitect.com](mailto:rg@workitect.com) or Ed Cripe, [ec@workitect.com](mailto:ec@workitect.com)
- 3.** A 380-plus page information-packed workbook for reference during the program and for back-home use.



- 4.** A copy of "Resource Guide for Developing 34 Leadership Competencies" co-authored by two of the workshop leaders—a \$70.00 value.
- 5.** A significant discount for intellectual property licenses to use and modify our competency dictionary and other program materials within your organization.
- 6.** 1-year subscriptions to two online resource guides for developing

competencies, the eDeveloper™ for Leadership, and eDeveloper™ for Global HR Professionals—a \$70 value.

- 7.** A free one-week rental of the popular "Managing Performance & Developing Competencies" video program that comes with a Leader Guide, Participant Workbook, and Resource Guide for Developing Competencies, a \$150 value. Or take a \$150 discount off the \$500 purchase price.

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# 16 Special Benefits of Attending



continued

**8.** A personal critique of your situation or plan supplied prior to the program.

**9.** Answers to your post-seminar questions with a 30-day free “hotline” service directly to the instructors.

**10.** Receive special reports on...“Integrating Key HR Processes”, “Competencies and Competitiveness”, “Building Competency Models—Approaches for HR Professionals”, “The ROI of Competency Technology”, and “Competency Systems Add Value Line Execs Can See”.

**11.** A critique of any competency model you build back on the job and a three-month accomplishment form that will be sent to you three months after the workshop.

**12.** As soon as you register, you will receive:

- A questionnaire to supply questions you would like answered during the workshop.
- A detailed flow chart of the entire competency model building process.

**13.** Examples of actual job competency models from a variety of industries, training programs geared to developing specific competencies, selection and development tools, books, articles and more—to reference for future study.

**14.** Save 10% ...register two or more and pay \$210 less than the regular fee of \$2100.

**15.** Your satisfaction is guaranteed.

**16.** A free subscription to our monthly newsletter with tips on improving individual and organizational performance.

## YOU’LL BENEFIT MOST BY ATTENDING THIS PROGRAM IF YOU ARE...

- A line or staff executive who wants to learn how you can leverage your human resources to add value and increase profits.

- A human resource consultant, professional, manager or executive.

- A specialist in talent acquisition, development and retention, in human capital management, or succession planning

- A training or organization development professional.

# Program Agenda



## Day One

8:30 A.M.

Overview & Conceptual Framework

- Welcome and Introductions
- Overview of workshop,utilizing a 6-step model building process.
- Competencies: what are they?
- Research and background
- What is a competency model
- Criteria for a good competency model
- Value and benefits of job competency models

### **Step 1 Conceptualizing the Project**

- Thinking through the business need
- Clarifying the need with the sponsor
- Developing an approach
- Gaining the sponsors support for the approach
- Three approaches to competency model building

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12:00 P.M.

Lunch

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1:00 P.M.

### **Step 2 Project Planning**

- Stakeholder analysis
- Structure of the project plan

### **Step 3 Data Collection**

- Data collection tasks
- Primary data collection methods
- Secondary data collection methods

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5:00 P.M.

Adjourn

## Day Two

8:30 A.M.

### **Step 3 Data Collection**

- Complete data gathering exercises

### **Step 4 Data Analysis and Coding**

- General approach for analyzing data
- Analyzing data from job analysis interviews
- Analyzing data from structured event interviews
- Integrate data from all sources
- Target data exercise

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12:10 P.M.

Lunch

Day Two (continued)

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# Program Agenda



*continued*

1:10 P.M.

## **Step 4 Data Analysis and Coding**

- Coding Exercise
- Analyzing data from resource panels

## **Step 5 Building the Competency Model**

- Select a set of competencies
- Create behavioral indicators
- Identify clusters
- Prepare draft of model
- Review with sponsors

## **Step 2 Project Planning (revisited)**

- Project planning worksheet
- Project planning exercise (own project)

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5:00 P.M.

Adjourn

## **Day Three**

8:30 A.M.

## **Step 2 Project Planning**

- Complete planning exercise (own project)

## **Individual Consulting Help (in Small Groups)**

Each participant reviews his/her back home project, implementation plan, challenges, issues, etc. and receives consulting help from a Workitect consultant/instructor and others in the group

## **Step 6 Developing Applications**

- Professional Development and Training
- Selection
- Performance Management
- Succession Planning

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12:00 P.M.

Lunch

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1:00 P.M.

## **Step 6 Developing Applications**

- Other—Compensation, Culture change
- Group discussions on specific applications

## **Individual Consulting Help in Small Groups**

Each participant reviews his/her back home implementation plan, challenges, issues, etc. and receives consulting help from a Workitect consultant/instructor and others in the group

## **Summary and Program Wrap-up**

- Summary exercise
- Final issues and wrap-up

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3:00 P.M.

Adjourn

# Three ways you will benefit from your facilitators



Richard Mansfield, Dick Gerlach, and Ed Cripe are uniquely qualified to lead this workshop. (Each workshop is led by one or more of these facilitators.)

**They have real-world experience...**with over 100 years of combined experience in building competency systems for organizations in every industry.

**They can deliver the message...**as dynamic seminar leaders and skilled workshop facilitators who engage participants with interaction and experiential activities.

**They are great coaches...**no consultants have been more collaborative in working with other internal and external consultants to share experiences and transfer technology. You will leave the workshop feeling that you have new partners to help with your back-home applications.

## Dr. Richard S. Mansfield

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is a leading authority on competency technology, and was the Director of Research for McBer & Company/Hay Group, the firm most responsible for the formulation and development of competency technology. He has over thirty years of experience in competency based job analysis, skills assessment, management development, selection, survey design and course development.

Richard co-authored "The Value-Added Employee" and "The Psychology of Creativity and Discovery" and has published numerous articles, including the groundbreaking "multiple-job approach". He holds a doctorate degree in Human Development and an A.B. degree in Social Relations from Harvard University. He has completed major competency assessment and organizational change projects for organizations such as American National Can, American Express, The Travelers, Blue Cross-Blue Shield, Kal Kan Foods, General Electric, Mitre, Mobil Oil, Home Depot, Miles Laboratories, Northern Telecom and ICI (UK). [rm@workitect.com](mailto:rm@workitect.com)

## Richard R. Gerlach

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Has over 25 years experience in management and executive development, training, human resources, and organization development. He has held senior leadership positions with Ryder System, Inc. including Group Director-Organization Effectiveness and Director-Human Resource Development. Previously he created and led the human resource development functions for Pabst Brewing Company and Ryan Homes, Inc.

Dick has extensive experience in developing competency based performance management, selection, assessment and management development processes. He is also experienced in the areas of organization/culture change, measuring and improving employee engagement, and team development. He is a skilled facilitator experienced in working with senior executive teams. Dick received his Master's Degree in Management from the University of Southern California and his Bachelor's Degree in Finance from Western Michigan University.

# Three ways you will benefit from your facilitators



## Edward Cripe



Has over thirty years of experience helping companies implement competency-based human resource systems. He is the founder and president of Workitect, Inc. His experience includes senior consultant roles with Merit Performance, Kaset/Achieve Global and McBer/Hay Group, plus corporate positions as director, training, organization development and quality for Ryder System and the Bendix Corporation.

Ed holds a M.B.A. degree in Human Resources and Organizational Behavior from Indiana University and has completed doctoral level studies at the University of Michigan. He is co-developer of the FOCUS™ Coaching and EXTEND™ Consulting programs, co-author of "The Value-Added Employee" (Butterworth Heinemann Publishing) released in 1999.

His clients have included companies in a wide range of manufacturing and service industries, including Ford/Visteon, DaimlerChrysler Services, Depository Trust, NCR, Mobil, ConAgra, Nortel, Fujitsu, NYU and University of Pittsburgh Medical Centers, Pacific Gas & Electric, Entergy, Pacific Maritime Association, GMAC, Ashland, and CIGNA. [ec@workitect.com](mailto:ec@workitect.com).

### We Can Develop A Special Session Just For You

**HAVE THIS PROGRAM PRESENTED onsite in your organization and have these topics customized to your needs, while saving more than 20% off public workshop fees. As an organization or association, host a public session and save even more. Call 800-870-9490 or e-mail [info@workitect.com](mailto:info@workitect.com) for details.**

## About Workitect, Inc.

A provider of innovative and customizable competency development systems, tools and programs—described on <http://www.workitect.com> with many free resources for HR and training professionals.

Use our resources to:

- Bridge your curriculum gap with our competency development modules.
- Provide relevant 360° feedback using your competencies or our Soundings(tm) instruments.
- Give your employees access to our eDeveloper(tm) online resource guide.
- Help your employees and HR staff add value with the Enhancing Employee Value, FOCUS™ Coaching, Managing Performance - With Competence, and the Interviewing for Competencies workshops.
- Sell your management team on the value of a competency-based approach to HR.

# How to attend



## Five easy ways to register

- 1 **Internet Registration** at [www.workitect.com](http://www.workitect.com)
- 2 **Fax** your registration to 954-938-5025.
- 3 **Call** 954-938-5370 or 800-870-9490
- 4 **e-mail** [register@workitect.com](mailto:register@workitect.com)
- 5 **Mail to**  
Workitect, Inc.,  
2020 N.E. 53rd St.,  
Ft. Lauderdale, FL 33308

### What You Will Receive After You Register

As soon as you register, you will receive an immediate confirmation, a questionnaire to supply questions you want answered, and a copy of Workitect's "Integrating Key Talent Management Processes".

### Registration & Fees

Reserve a block of seats for yourself and your associates today by completing the registration request or by calling 954-938-5370. The fee is \$2100 per person (\$1890 for two more) and includes admission to all sessions, breaks, a comprehensive course workbook, all follow-up services, and the "Resource Guide for Developing 34 Leadership Competencies". A check-in desk will be open at 8:00 a.m. outside the meeting room at each location. The program begins each day at 8:30 a.m. and ends at 5:00 p.m. on the first two days, and ends at 3:00 p.m. on the third day.

### Transfer, Substitution, and Cancellation policy.

If you cannot attend a workshop, you may contact Workitect in advance to transfer to a future session, or you can send someone to take your place. If you need to cancel your attendance, Workitect will give you a complete refund if you cancel more than three weeks before your workshop begins. If you cancel with less than three week's advance notice, you will be liable for the entire workshop fee. Once your payment has been received, you may request a courtesy transfer to use at any future workshop of equal or lesser length. The courtesy transfer must be used within two years of the date of the originally scheduled workshop. If you do not attend a workshop for which you are confirmed, and do not contact Workitect to cancel in advance, you will be charged the entire workshop fee.

### Bring Your Team and Save \$210 or More!

You'll save \$210 or more by bringing colleagues to this information-packed workshop, plus the techniques that can help your organization drive down costs and increase revenue! Now is the time for you to act. Call today at 954-938-5370 to register you and your team!

If you receive more than one brochure, please pass the extra along to an associate. If addressee is no longer employed, please forward to his/her replacement. Call 954-938-5370 to update your record.

# Registration Form



YES! I'm looking for proven ways build HR systems to select and develop superior performers. Register me for Building Competency Models—BCM

## Registration Fees:

Individual fee—\$2100 per person. Groups of 2 or more per session—\$1890 per person. SAVE \$210.  
For GSA rate, go to [http://www.workitect.com/bcm\\_gsa.php](http://www.workitect.com/bcm_gsa.php)

## Please duplicate this form for multiple registrations

Organization \_\_\_\_\_

Address Mail Stop \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone # ( ) \_\_\_\_\_ Fax # ( ) \_\_\_\_\_

Name #1 \_\_\_\_\_ Title \_\_\_\_\_

Seminar Date \_\_\_\_\_ E-mail \_\_\_\_\_

Name #2 \_\_\_\_\_ Title \_\_\_\_\_

Seminar Date \_\_\_\_\_ E-mail \_\_\_\_\_

- Check enclosed (please make payable to Workitect, Inc.)  
 Payment is being processed (letter or intent or purchase order enclosed)  
 Charge to:     Discover     Visa     Mastercard     AmEx

Account # \_\_\_\_\_ Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

Please return this page to:

**WORKITECT, INC.**  
**2020 N.E. 53rd Street**  
**Ft. Lauderdale, FL 33308**  
**Phone: 954-938-5370**  
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