

Leading with Competence

A Five-Day Workshop

Workshop Objectives

Participants will learn:

- To understand how competencies and competency models can be used as the basis for a wide variety of people management programs
- To understand alternative methods for developing competency models for jobs in their organization
- To develop ideas on pragmatic ways to apply and adapt competency-based approaches in their own organization, to support the overall business strategy
- To help existing and new employees to develop competencies through on-the-job coaching and through other formal and informal educational experiences
 - To manage and improve the performance of others

Day One:

Introduction to Competencies, Competency Models, and Job Models

1. Workshop Objectives and Agenda

2. What are Competencies?

- Exercise based on job of a waiter
- Definition of a competency
- Examples of several competencies for different jobs

3. Competency Models

- Review of a sample competency model
- What determines the competencies for a job
- Whether to base models on proficient or superior performance
- Typical Managerial Competencies
- Typical Competencies for a Technical Professional

4. Job Models

- Features of a job model
- Review of a sample job model

5. Uses of Competency Models and Job Models

- Discussion of how participants would use a competency model for their own job
- Exercise in small groups: How participants might use a competency model for the job of a subordinate who is a technical professional
- Overview of competency-based approaches to human resource management

6. Building a stand-alone model for an important job

- Methods for gathering data

i) Resource Panels - Demonstration

ii) Behavioral Event Interviews - Demonstration

iii) Surveys

b) A suggested process for building a model for one job

c) Small group discussions and presentations on how to address cultural considerations in adapting the process

7. Developing competencies for multiple jobs in an organization

a) The "one size fits all approach" - developing a common set of competencies for managers

i) Case analysis and discussion

b) Using a set of generic competencies as building blocks to provide a consistent framework in developing different models

i) Case analysis and discussion

c) A suggested approach in developing multiple job models

d) Defining performance levels for competencies

8. Using competencies with integrated human resource management software to manage competency-based selection, professional development, career development, and succession planning

Day Two:

Competency-Based Assessment

1. Selection Interviewing

a) Research base for competency-based selection interviewing

b) Conducting Key Event Interviews for selection

i) Principles of key event interviewing

ii) Demonstration interview and scoring

- iii) Practice interviewing in dyads
- iv) Assessing competencies in a demonstration Key Event Interview
- c) Hypothetical Situations Interviews
 - i) Constructing questions to assess specific competencies
 - ii) Practice using and scoring using hypothetical situations
 - d) Experience and Accomplishments Interviews
 - i) Constructing E & A questions to assess competencies
 - ii) Review of a sample E&A Interview
 - e) Constructing a selection process
 - f) Discussion of cultural issues in adapting competency based selection
 - g) Practice in small groups: developing a selection processes for a managerial job and for a technical job

2. Competency Assessment Feedback Questionnaires

- a) A simple model using self-assessment and supervisor
- b) 360 Feedback: assessment by self, supervisor, direct reports, peers, others
- c) Alternative survey questions and formats
- d) Issues in using competency assessment questionnaires

Day Three.

Competency-Based Professional Development

1. Assessment centers for competency assessment and/or development

- a) Assessment tools for competency assessment
 - i) Key event interviews
 - ii) Case analysis
 - iii) Role plays
 - iv) Group simulations
 - v) 360 feedback
- b) Review of sample materials
- c) Practice: group simulation
- d) Discussion of applicability of assessment centers for selection or development; cultural adaptations that would be needed

2. Providing assessment data for an organization-wide competency-based development program

- a) Competency assessment survey feedback
- b) Other survey feedback: managerial style and organizational climate
- c) Case example

3. Development planning

- a) Targeting 1-3 competencies for development
- b) Goal setting
- c) Competency-based resource guides

Day Four.

Competency-Based Performance Management

1. Establishing Focus and Goals

- Why goals are important
- A good goal is.....
- Obstacles to setting good goals
- Suggested procedure for the goal setting meeting
- Process improvement discussion
- Grading participants' goals
- Competency goal setting
- Using job and competency goal setting worksheets

2. Gathering and Analyzing Information

- Performance information gathering and analysis model
- Application to actual job and competency goals (pre-work)
- Assessment of employee's competency strengths and development needs; draft of competency goals, grading of goals
- Guidelines for collecting useful performance information

3. Coaching for Performance

- Three-stage coaching model
- Coaching vs. the formal system
- Coaching styles model
- Controlling vs. helping model
- How coaching can help or hinder the learner
- Guidelines for giving feedback

- Coaching to help overcome learning and problem solving blocks
- Competency coaching exercise: roles, summary matrix and issues identification

Day Five:

Managing and Developing Others

1. Providing Motivating Support

- Performance system model
- Four key questions to analyze real-life performance situation
- Techniques used to enhance motivation of others
- Motivation vs. movement
- Add the missing motivation exercise

2. Developing Others

- Learning style evaluation
- Techniques used to develop others
- Applications of the Myers-Briggs Type Indicator

3. Managing Change

- Racing Shells and Rubber Rafts reading and exercise
- Organizational Changes exercise
- Three change models: developmental, transitional and transformational
- Readiness to Change questionnaire
- Strategies model for managing change
- Strategy development worksheet

4. Interpersonal Awareness

- Interpersonal levels model
- Listening test and exercise
- Summary of learnings, tying it all together, course evaluation