**UNIT II**

* **Competency Definition**
* Any attitude, skill, behaviour, motive, or other personal characteristic that is essential for an individual to perform a job or, more importantly, differentiates ‘solid’ from ‘outstanding’ performance.
* **Competencies Required By Employees**

**Competencies required by an employee for excellent performancce**

* **Adaptability**
* **Commitment**
* **Creativity**
* **Motivation**
* **Foresight**
* **Leadership**
* **Independence**
* **Emotional Stability**
* **Analytical Reasoning and**
* **Communication Skills**

**Behavioural Competencies**



**Competency Iceberg Model**



**Competency Iceberg Model**

* We can think of competencies in terms of an iceberg
* Technical competencies *(Knowledge, Skill)* are at the tip - above waterline, clearly visible & easier to assess
* Behavioral competencies *(Self-image, Trait, Motive)* are below the waterline - more difficult to assess & often harder to develop
* Behavioral competencies can be understood as manifestations of:
* how a person views him or herself **(self-image)**
* how he or she typically behaves **(traits)** or
* which gives purpose & direction to his behaviour (**motives**)

**Competencies**

* **Skill -** A person's ability to do something well (Excellent in use of Microsoft Word)
* **Knowledge -** Information that a person uses in a particular area (speaks many languages)
* **Self-image -** A person's view of him or herself, identity, personality and worth (leader, or developer of people)
* **Trait -** A typical aspect of a person's behavior (good listener)
* **Motive -** What drives someone's behavior in a particular area **(**achievement, affiliation or power)

**Types of Competencies**

**There are five types of competencies:**

* Core Competencies
* Technical/Professional/Functional competencies
* Behavioural Competencies
* Threshold competencies
* Differentiating competencies
* **Core Competencies -** Internal capability that is critical to the success of business, to be possesses by all individuals
* **Technical/Professional/Functional Competencies** -Specific knowledge & skills required to be effective in a job
* **Behavioural competencies** - Motives, traits & attributes that shape behaviour & reflect “how” one applies one’s knowledge & skills in order to achieve results
* **Threshold competencies -** Characteristics required by a jobholder to perform a job effectively

**Differentiating competencies -** Characteristics which differentiate superior performers from average performers

**Main Competency Components**

* **Definition**

• Explains what the competency means

• Provides common language that everyone can understand in the same way

* **Scale**

• Lays out a behaviour pattern for each level - begins with basic behaviour and gradually increases

• Represents a logical and progressive development sequence

**Relationship Building Competency – Definition**

Ability to develop contacts & relationships, internal & external to the organization, to facilitate work efforts or to gain support/cooperation

**Relationship Building Competency – Five Level Scale**

1. Understands the significance of networking

2. Identifies/approaches key stakeholder contacts

3. Actively seeks relationship-building opportunities

4. Organizes involvement of key players

5. Builds a network of contacts

**Competency Characteristics**

* The various attributes of a specific competency is known as the characteristics of the competency

**Leadership competencies – Characteristics**

* Decisiveness
* Strategic Orientation
* Development of People
* Team Leadership
* Achievement Orientation
* Self-Confidence and Courage of Conviction
* Impact and Influence
* Relationship Building

**Interpersonal Competencies – Characteristics**

* Respect for client
* Listening skills
* Oral communication skills
* Written communication skills
* Leadership skills
* Negotiation skills
* Coaching skills
* Presentation skills
* Teamwork skills
* Facilitation skills
* Conflict management skills
* Ability to work in an environment of diversity
* Interviewing skills
* Flexibility

**Role of Leaders :**

* Leaders, directors and managers run an organization through their leadership
* The competencies acquired by them through formal education & experience help them to improve
* the organization’s productivity & revenues and
* human capital values
* Senior leadership should recognize the importance of the following aspects in talent management:
* Talent
* Competency
* Training, education & on the job experience
* Placement, Rotation, Succession Planning & Performance Management
* Health & Safety
* Motivation & Innovation
* **Role of Leaders in Talent Management**
* Involvement of top executives in driving or actively participating in the TM strategy is critical to its success
* Proactive role & role modeling and demonstrated commitment of top executives are very important
* - To ensure successful implementation of talent management throughout the organization
* Senior leadership should be aware of economic & intangible benefits of integrated, strategically aligned human capital asset management systems
* They should know the economic benefits of integrated talent management as follows:
* increased revenues
* customer satisfaction
* improved quality
* increased productivity
* reduced cost
* reduced cycle time
* increased return to shareholders and
* Increased market capitalization
* They should know the intangible benefits of TM as follows:
* - employees’ satisfaction
* - motivated work force
* - climate conducive to innovativeness & creativity and
* high individual and team performance
* In Organizations which have not fully exercised TM, role of senior leadership as *change agents/sponsors* to introduce TM is very crucial
* Senior leadership should look at human resources as source of people power & human capital asset
* Senior leadership should disperse shared vision & strategic intents throughout the organization
* to give clear direction for talent, competency & human capital mgt, in order to achieve common goals
* Senior leadership has many ways to demonstrate & exercise commitment, interest and participation
* - in the fabric of talent, competency & human capital management processes
* A few examples given below:
* Personnel Development Committee/Human Resource Development Forum
* Succession Plan & Leadership Development
* Strategic Business Plan & Deployment

**Personnel Development Committee/ Human Resource Development Forum:**

* PDC/HRD Forum discusses human resources development throughout the organization
* It involves joint assessment & evaluation of key personnel talent, competency and performance to identify and determine candidates for filling:

- vacant positions

- cross-assignments

- relocations

- promotions and

- successions

* Committee discusses periodically the training & development needs for fast-tracks
* It discusses talent management issues & review human capital development strategy
* The Committee consists of senior leadership of the respective organization as Members/Chairman
* Top leadership takes the lead &
* Human resource professionals can facilitate the meetings

**Succession Plan and Leadership Development**

* A board led by top executive, takes the responsibility for succession plan of key leadership positions

- based on recommendations and inputs from the PDC or HRD Forum.

* Each candidate is scrutinized for his talent & level of competency against required talent & competency
* Board also discusses leadership development profile conforming to strategic intents & changing business environment

**Strategic Business Plan and Deployment**

* Strategic planning process constitutes:

- Formulation of shared Vision, Mission, Values and

- Determination of strategy, strategic intents and objectives of the organisation

* Assessment & analysis of company SWOT precedes the business plan process
* The role of senior leadership in the strategic planning & deployment process is to ensure that - investment in & development of human capital becomes an integral part of the company business plan
* The leadership should ensure that
* - there is continuing processes of exploring for new & talented human capital potentials
* - developing them and making them efficient & high performing productive human capital
* - The process must add value to shareholders & to company wealth
* These continuing processes are keys to sustainable company success and growth

**Role of CEO’s in Talent Management:**

* A recent study shows Chief Executive Officers (CEOs) of top companies are becoming increasingly responsible for and involved in talent management.
* They are spending a large amount of their time often more than 20% on talent management.

Talent management has become more important to them, because of a growing recognition that it helps to drive corporate performance

* Good talent management should be done through comprehensive development programmes.
* The process should identify leadership potential, evaluate performance and carry out targeted development activities
* Many CEOs are mentoring executives in their organisations
* They regard the development of the next generation of leaders as one of the best ways of leaving a strong legacy