Competency Mapping, Techniques & Models.
What is Competency Mapping?

It is about identifying preferred behaviours and personal skills which distinguish excellent and outstanding performance from the average. A Competency is the ingredients (skills, knowledge, attributes and behaviours) that contribute to excellence.
When should Competencies be used?

The use of Competencies can include: assessment during recruitment, assessment during further development; as a profile during assessment to guide future development needs; succession planning and promotion; organisational development analysis.

Techniques used to map Competencies include Critical Incident Analysis and Repertory Grid.
What is Critical incident technique?

Respondents are asked to relate specific incidents, which highlighted exemplary behaviours in critical situations. This is based on the assumption that the best and the worst of a person surfaces in a crisis.
What is Repertory Grid Analysis?

- identify important attributes
- for each attributes, establish a bipolar scale with differentiable characteristics and their opposites
Example: Assisting in selecting a computer language

_attributes
• Availability
• Easy of Programming
• Training Time
• Orientation

_traits
• high, low, symbolic, numeric
<table>
<thead>
<tr>
<th>Attributes</th>
<th>Trait</th>
<th>Opposite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability</td>
<td>Widely Available</td>
<td>Not available</td>
</tr>
<tr>
<td>Ease of Programming</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Training Time</td>
<td>Low</td>
<td>High</td>
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Business Applications of Repertory Grid

- Market Research
- Quality Control
- Job Analysis and Design
- Decision Making
Competency models

- "Organizational" Approaches Models
- "HR Systems" Approaches Models
- "Team" Approaches Models
- Individualistic Models
“Organizational” Approaches

Elliot Jaques provides a normative model of effective hierarchical organizations with an emphasis on competencies. The elements include the present and potential competencies of individuals along the dimensions of cognitive capacity, valuing the work, and non-disruptive personality.

Peter Senge’s approach to a whole organization competency model is captured in his notion of the "learning organization." Its essential characteristics include nurturing the growth of new capabilities, transformational learning for survival, learning through performance and practice, and the inseparability of process and content.
“HR Systems” Approaches

Dubois focuses on the whole human resources system, but emphasizes competency improvements through training and development strategies and programming: the contingencies are driven by organizational strategy but outcomes are focused on individual employees’ competency enhancement.

Charles Snow’s contingency model links organizational performance to HRM and competency. Strategies depend on extent to which cause-effect relations affecting organizational performance are known and degree of formalized standards of desirable performance.
“Team” Approaches

Campion’s model, which applies to professional work, suggests that teams composed of individuals with complementary competencies are more effective and have higher levels of job satisfaction than teams whose members have the same competency sets. This is especially true for work that is complex and varied in scope.
INDIVIDUALISTIC MODELS

Traditional Person-Job Match Model
This model assumes that employees have jobs with specific and identifiable tasks. Work is generally standardized and repetitive in an organizational hierarchy. Job performance is readily verifiable. This model works best with organizations defined by stable environments.

Strategy Based Model
This model assumes that employees have roles defined by the organization’s strategic goals. Work is flexibly defined and often carried out in a flattened, decentralized or matrix structure. Role performance is only partially verifiable. This model functions most effectively in organizations in competitive, complex or highly stressed environments.
Individualistic Models (contd)

The Strategy Development Model

This model assumes that employees with broad, strategic “attributes” will create their own roles which interact to produce the organization’s strategy. Work is constantly evolving within a network of organizational relationships. This model is described in terms of organizations in chaotic, unpredictable, or very rapidly changing environments.

Intellectual Capital Model

These models emphasize the linkages and dynamic interaction among human capital, structural capital, and customer (client) capital. These models stress the knowledge that resides in employees and strategies to use it and value it differently.
Companies create and use the Competency models to specify the employee behaviors, knowledge, and motivations that they believe are necessary to produce organizationally critical results. But if the model is not quite right, the organization will suffer. To determine the right model it is essential to look at actual data -- assessments of employees' competencies and of the results they achieve.
As a conclusion we can say that, it is through the competencies of its employees, executives, managers, and individual contributors -- that an organization executes its strategy and achieves results that are crucial to its success.
Thank You