Agenda

- What is a competency
- Business case for a leadership competency model
- Leadership competencies drive organizational success
  - Competencies by leadership level
- Design and Deploy Your Competency Model

What are Competencies?

Skills & behaviors critical to the success of each leader and the company

Observable & measurable skills, knowledge, performance behaviors, and personal attributes that contribute to successful performance
What are Competencies?

Competencies Come in Multiple Forms

Education + Experience + Behavioral Competencies

What we know + What we do + How we do it

\textit{How we do it} = \textit{Competency level}

What are Competencies?

Competency Model Components:

Core Competencies
- Generally apply to all positions across the organization
- Support the organization's goals and/or culture

Functional Competencies
- Generally applicable to specific job family
- Support successful performance in job family

Behavioral Anchors
- Behaviors we observe when a competency successfully or not successfully delivered

Examples of Competencies

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<tr>
<th>Action Orientation</th>
<th>Achieves results, overcomes obstacles, accepts responsibility, seizes opportunities</th>
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<tbody>
<tr>
<td>Directing Others</td>
<td>Brings out the best in others; clear communicator; gives clear directions; maintains two-way communications</td>
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<tr>
<td>Planning</td>
<td>Accurately measures length and difficulty of projects; develops clear objectives &amp; goals</td>
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Most organizations focus on hiring/promoting based on knowledge and skill.

Future leaders & successors to key positions need to be proactively & systematically developed to ensure business continuity.

To establish a framework for critical performance standards.

Successful organizations proactively & systematically develop employees.

- Identify key behaviors that drive leadership and therefore business success.
- Establish strategic criteria to assess, develop, and select leadership talent.
- Create development plans to support the enhancement of critical leadership competencies.
- Establish consistent communication relative to leadership competencies and expectations.

Leadership Competencies Drive Organizational Success!

Reflect on Leadership

Great Leaders…..Lacking Leaders
Leadership Competencies Will Vary
Select Top 10 Competencies by Leadership Level

- Team A: Executive / Senior Management (CEO, COO, CFO, Executive VP Sales, Research, etc.)
- Team B: Mid-Management (Director, Program Managers, Operations Managers, etc.)
- Team C: Front Line Supervisors

What are the differences? Why?

Leadership Competencies Will Vary
What other factors influence or impact leadership competencies needed by an organization?
- Size of organization
- Type of organization, product, service, for profit, not-for-profit
- Industry changes
- Changes in competition
- Regulatory changes
- Funding changes
- New markets
- New products or services
- Technology changes
- Demographic changes

Design & Deploy Your Competency Model
Assess Organizational Readiness
- Do you have senior management understanding and support?
- Does the organization have a defined strategic plan?
- Has the organization performed a SWOT analysis?
- Does the organization have defined business short and long term goals?
- Does the organization have a defined mission, vision, culture?
Design & Deploy Your Competency Model

Determine what level(s) of the organization will be included in the scope of the project
- Leadership
- Professional
- Individual Contributor
- All or Specific Functional Areas

Determine # of Competencies
- 3-5 Core organizational competencies
- 3-5 Job Family, Division, Functional Area specific competencies

Set realistic timeframe for development

Design & Deploy Your Competency Model

Determine who will participate in the design process at each level
- Executive leadership
- Mid-Manager
- Supervisory
- Individual Contributor
- Functional Area

Volunteer, nominated or selected

Capitalize on Your Competency Model

Integrate into each key component of the employment life cycle
- Position Descriptions
- Advertising
- Interviewing & Candidate Assessment
- Training & Development
- Performance Management
- Succession Planning
Capitalize on Your Competency Model

- Develop behavioral anchors
- Perform gap analysis
- Identify development needs
- Develop training plans

Summary

Building your leadership competency model...

- One size does not fit all
- Your business strategies, strengths, weaknesses, opportunities, threats, culture, and industry trends must be considered
- Effectively building a unique set of leadership competencies that align with the business strategies will help drive business success

EANE is ready to facilitate your competency model design process!