



## Competency-Based Management: Getting the Best from People

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# Competency-Based Management: Getting the Best from People

## Introduction:

Getting the best from people is a complex and difficult task. It is also the key to running a successful team or department. The use of competencies can be of great help in understanding behavior and ensuring that the right people are in the right jobs and the right techniques are used to motivate them. This seminar will show you how to achieve this.

### **Competencies can be key elements in the following applications:**

- The management of values –“walking the talk”
- Leadership development
- Selection criteria and methods
- Talent management and career planning
- Succession planning
- Performance management
- Assessment
- Employee development
- The program will discuss and establish the opportunities for the use of competencies and provide some ideas for the range of applications. This seminar will build the case for using competencies and show how to develop and apply a competency framework.

## Who should attend?

- Those who are responsible for managing or supervising any type of person, group or team (especially in an organization using competencies)
- Those who want to learn the skills involved in improving relations at work, improving productivity or improving behavior at work
- HR, ER and Personnel professionals who are responsible for the design and delivery of competency-based HR programs

## Course Objectives:

### **Participants will learn how to:**

- Define a competency and understand the distinction between competencies, skills and tasks
- Describe how to use competencies in public and private organizations
- Differentiate between Leadership competencies, Technical competencies and Behavioral competencies
- Link competencies to organizational objectives and values – manage not only what staff do but how they do it
- Use competencies for recruitment and assessment; for development; for talent management; for performance management and for succession planning

## The Program Contents:

### **Day One**

#### **The Links between HR and Competencies**

- What are competencies?
- What support should managers, team leaders and supervisors get from HR?

- And what should they take responsibility for themselves?
- Values, Strategy and HR
- Different methods of developing a competency framework – behavioral event interviewing, repertory grid interviews, top management judgment, focus groups
- Getting “buy-in”
- An HR Management Framework Based on Competencies
- Technical, Behavioral and Leadership Competencies

## **Day Two**

### **Competencies and Recruitment**

- Competency design – definitions, negative indicators, positive indicators
- Recruitment and Selection
- Adapting a competency framework for use in recruitment
- The use of assessment centers in recruitment
- Examples of Assessment Centers used in Further Education in the UK
- Induction, orientation and personal development

## **Day Three**

### **Performance Management**

- Using competencies in performance management
- The four stages of performance management – agreeing objectives, giving feedback, coaching, appraisal
- Termly reviews of performance
- Links to pay
- Introducing a performance management process:- consultation, communications, training and alignment

## **Day Four**

### **Talent Management**

- Attracting the right talent
- Competency-based Career Planning
- Management Succession
- Succession Planning
- Competency-based Training and Development

## **Day Five**

### **Shaping Behavior and Managing Culture**

- The development of values (and the link to competencies)
- Motivation
- Extrinsic and Intrinsic Reward
- Empowerment and Accountability
- Right-sizing
- Self-Assessment
- 360 degree feedback