

Identifying Core Competencies Workshop

Overview

This workshop will enable participants to work collectively, clarify what it is meant by “the way we do things around here” and understand some key elements in how organization cultures develop – how they can be designed or changed – and the impact they have on business outcomes.

Objectives

- To produce a list of key success competencies with preliminary definitions which are specific to the organization – either at whole organization or division/business unit level
- To help participants understand what behaviours and attributes have made the organization successful in the past, which are currently significant, which they need to retain and any new competencies they may need to target to help them achieve their future business plans
- To give an overview of how identifying and managing such success competencies can make a difference to the business

Target Participant Group

For senior managers of an organization – or business unit – who have both the interest and responsibility for identifying and leading the culture of their organization and delivering business outcomes through people. It is also possible to run this workshop with participants who represent a range of levels within the organization – the group must include decision makers who have authority to commit the organization to a particular course of action and there must be a preparedness to share strategic plans with all group members. Group size is flexible from 6 – 12.

Running Time

0.5 – 1 day depending on the needs of the organization and detail of definition required in the workshop. Typically a further 1 – 1.5 days should be allowed for the facilitator to draft definitions and behaviours for the participant group to implement.

Summary of Content

Using a systematic approach, taking generalizations and turning them into specifics, an experienced facilitator will use a four step approach which includes:

- A definition of what competencies are, and an analysis of the benefits of using them
- Guidance through learning from participants' own experience which competencies have made a difference within the organization in the past
- Focus on the strategic plans for the organization and specifically what competencies will be required to ensure success
- Examination of the principle of knowing what behaviours are important to this organization and then being able to recognise them, encourage them and reward them



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Special Features

- This process allows an organisation to achieve a relevant, practical and valuable outcome without the expense of a traditional extensive individual interview exercise
- A model is outlined for using the competencies on a day to day basis and to integrate them into the organization's performance management process
- An option is available to take the agreed competencies and define recruitment questions to identify desired behaviours in potential recruits