



## **COMPETENCY MANAGEMENT TOOLKIT**

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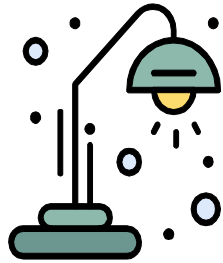
1. *Summary*
2. *Competency Framework Design*
3. *Stories & Business Case Studies*
4. *Competency Assessment Process*
5. *Competency Assessment Questions*
6. *Continuous Learning & Engagement*
7. *Personal Development Plan*

This Toolkit comprises of 'easy to adapt' frameworks for designing a competency framework. It also consists of content to drive learning and shared mental models to make individual and organizational learning stick. It also consists of tools to assess and develop the competency too.



### Competency map

Name of the competency. Definition. Detailed behavioural descriptors for 3 proficiency levels and an anchor picture

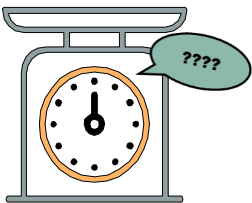


### Story

A story from folklore / Mythology to engage in a conversation to develop a clear understanding and help internalise the meaning of the competency. Learning Objective & Reflection Questions included for easy facilitation.

### Business Case study

A case study for applying applicability to real life business context. Reflection Questions included.



### Competency Assessment

To capture assessments of an individual for that competency

### Competency Assessment Questions

A list of suggested questions to explore evidence of competencies in an interview. Activities for Competency Assessment



### Merchandise

Engaging visuals and merchandise design to prompt employees to rethink and internalize their learnings



### Personal development plan

Templates to develop actionable individual development plan

## LIST OF COMPETENCIES AVAILABLE ON plugH

- Global Strategic Perspective
- Courageous Leadership
- Talent Development
- Communication (Oral, Written. Persuasive)
- "Passion For The Customer Customer/Client Service Orientation"
- Interpersonal Savvy
- Drive For Excellence
- Change Management
- Continuous Improvement
- Attention To Detail
- Team Orientation
- "Results Orientation Execution"
- Decision Making
- Accountability
- Communication
- "Conflict Management Interpersonal Relations"
- Cultural Awareness



- "Networking Building Collaborating Relations"
- Fostering Diversity Inclusion
- Negotiations
- Environmental Awareness
- Managing Performance
- "Analytical Thinking Problem Solving"
- Stress Management
- Customer/Client Management
- Influencing
- Initiative / Pro Active Behavior
- Planning & Organization
- Managing Teams
- Ethics And Integrity
- Risk Management
- "Visioning Strategic Planning"
- Business - Financial Acumen
- Creativity And Innovation





### Competency map

Name of the competency. Definition. Detailed behavioural descriptors for 5 proficiency levels.

<b>RESULT ORIENTATION</b>		
<i>Focusing personal efforts on achieving results consistent with the organization's objectives</i>		
<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
Meets personal tasks and expectations	Guides the team and ensures performance	Leads the organisations to achieve its objectives
Plans his tasks and goals	Plans team goals and objectives.	Maps out short, medium and long-term goals for the organisation.
Does not make excuses, miss deadlines and need follow up	Makes adjustments to activities/processes based on feedback	Models excellence and motivates fellow organizational members to follow his/her example.
Achieves established expectations through personal commitment	Helps his team solve problems and coaches his staff to look for alternate methods of working.	Manage inter team dynamics to ensure performance
Accepts ownership and responsibility for own work.	Guides staff to achieve tasks, goals and performance standards	
Tries to find solutions		

### Competency Framework

Friendly

Traditional



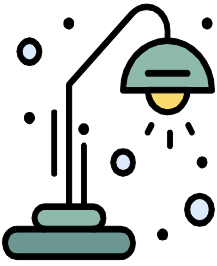
Anchor Picture

**NO EXCUSES ONLY RESULTS**

### RESULT ORIENTATION

*Focusing personal efforts on achieving results consistent with the organization's objectives .*

<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
Often gets distracted and gives excuses for not reaching the finishing line.	Able to focus most of the time to reach the finishing line.	Never loses sight of the finishing line and always runs towards getting there.



## Story

A story from folklore / Mythology to engage in a conversation to develop a clear understanding and help internalise the meaning of the competency. Learning Objective & Reflection Questions included for easy facilitation.

### Lion And The Mouse

A Lion lay asleep in the forest, his great head resting on his paws. A timid little Mouse came upon him unexpectedly, and in her fright and haste to get away, ran across the Lion's nose. Roused from his nap, the Lion laid his huge paw angrily on the tiny creature to kill her.

"Spare me!" begged the poor Mouse. "Please let me go and someday I will surely repay you."

The Lion was much amused to think that a Mouse could ever help him. But he was generous and finally let the Mouse go.

Some days later, while stalking his prey in the forest, the Lion was caught in the toils of a hunter's net. Unable to free himself, he filled the forest with his angry roaring. The Mouse knew the voice and quickly found the Lion struggling in the net. Running to one of the great ropes that bound him, she gnawed it until it parted, and soon the Lion was free.



"You laughed when I said I would repay you," said the Mouse. "Now you see that even a Mouse can help a Lion."

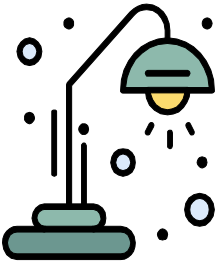
*A kindness is never wasted.*

#### Question to ask

- Do you think what lion did by saving mouse's life was right and one should practice same in their life? support your answer.
- Have you been in the mouse's position and helped any lion?
- Would you also repeat the same what lion did by saving mouse's life? Why?

#### Learning objectives

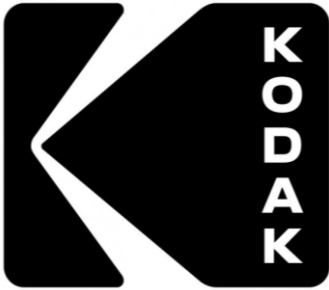
- Learning importance of creating relations with everyone
- Help others would create allies for you.
- Creating and managing networks is important be it be small as mouse.



## Business Case study

A case study for applying applicability to real life business context. Reflection Questions included.

### *Short Business story: KODAK*



**1889** — George Eastman founded the Eastman Kodak Company and introduced the first Kodak camera; a few years later the Kodak camera becomes wildly successful.

**1975** — Steve Sasson, an engineer at Kodak invented the digital camera.

**1981** — Sales top \$10 billion.

**The late 1980s** — The rise of digital photography with analogue cameras sales decreasing and digital camera sales increasing.

**1984** — Customers switched from Kodak to Fuji because the Japanese colour film was 20% cheaper than Kodak's.

**1991**- Kodak's first digital camera.

**1991–2011**- Kodak released various digital products, but sales kept falling.

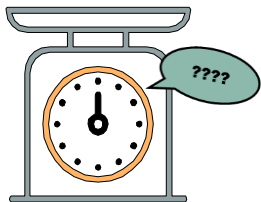
**2012** — Kodak filed for bankruptcy.

Kodak, founded in 1881, dominated the international market photographic film and camera market in the twentieth century. Later, they introduced different photographic technologies such as the pocket size cameras like the Brownie camera and Instax, and then introducing color film as well. But then the digital revolution set in and Kodak was too late to respond to the shift from film to digital cameras, hence leading to many other firms entering the market.

Although Kodak wasn't blind to this demand and anticipation of digital camera, the leadership team did not respond to the critical details and were too rigid to build the right competencies in this fast-changing environment. With the thought of being the leaders in cameras, they incorporated an adamant and rigid culture, failing to adapt their organisational strategies.

#### Points to discuss

1. Leadership shortcomings which leadership team of Kodak would have faced.
2. Have you ever failed to recognise 'an imminent change' in your life and how did it impact you?
3. In retrospect, what were the changes you would recognise and methods/ways to adapt them.
4. What are the changes that you need to 'identify and adapt to' in your life ?



# Competency Assessment

To capture assessments of an individual for their competency



## Competency Assessment Form

Name & Designation of the Assessee	Name & Designation of the Assessor	Date of the Assessment	Signature of the Assessor	Signature of the Assessee

Name of the Competency	Proficiency Level Req'd. (I)	Self-Rating (II)	Your example to support your own rating (III)	Managers rating (IV)	Manager's example to support rating (V)	Agreed Rating (VI)	Development Plan with actionable and dates (VII)
Communication							

- I. Select the level of competency the assessee has to be assessed against and enter into 'Level Required' column (Use the competency map for Level descriptors)
- II. Self-rating to be done by Assessor
- III. Assessee cites example(s) to support his / her rating. Should include evidence from what he/she has done in the past and demonstrated the specified level of competency.
- IV. The assessor to put in his assessment
- V. Assessor cites example(s) to support his/her rating. Should include evidence from what he/she has done in the past and demonstrated the specified level of competency.
- VI. Post the discussion assessor and assessee put in rating agreed upon
- VII. Detailed Personal Development Plan to be discussed agreed upon and captured here

## Competency Assessment Questions

A list of suggested questions to explore evidence of competencies in an interview.  
Activities for Competency Assessment

### Competency Based Questions

#### Competency: Planning and Organising

Please choose those questions most suitable to your situation. Your effort should be find out a real

**Situation**, what was the

**Task at hand**, what

**Action** the interviewee too and what was the

**Result. (STAR)**

1. Do you take time out to plan for the future of the business? Do you do it routinely? How? Tell us about an instance when you were successful because of your planning? Tell us about it. How did you feel?
2. Tell us about a situation where your time management skills let you down.
3. Describe a time when you used your organisational skills effectively to complete an important activity.
4. Take us through a situation when you planned effectively so as to complete a number of simultaneous tasks on time.



# Continuous Learning

Engaging visuals and merchandise design to prompt employees to rethink and internalize their learnings



Fun Polls  
Vote for the <value champion> of the month



Posters

## Competency Framework

Merchandise



## DIY Toolkits

- Contests
- Challenges
- Engagements





## the plugH promise

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### *Our belief*

- 1. You know what works best for your organization*
- 2. Our effort is to offer you something which you could easily run with*
- 3. However if your people, processes or culture is unique we will stretch to create content which is relevant and meaningful for you*