Welcome To Leadership-Live-In-45!

Introduction:

- **Series Host**:
  - Leadership Variations, www.Leadershipvariations.com
  - Amy Bladen Shatto; Gail Anderson

- **LL45 Goals**:
  - Opening conversations with senior internal executives about critical leadership topics (nuggets & networking)
  - Invite you to put your name/email in chatbox
  - Role of guest facilitator – part of the conversation/ POV

- **Notes/Ground Rules**:
  - Safe space
  - Format, kickoff with a guest < 10 min; open for all
  - Your views and opinions matter!

LEADERSHIP VARIATIONS.

Competency Modeling Today. Are We Straying too Far From its Behavioral Roots?

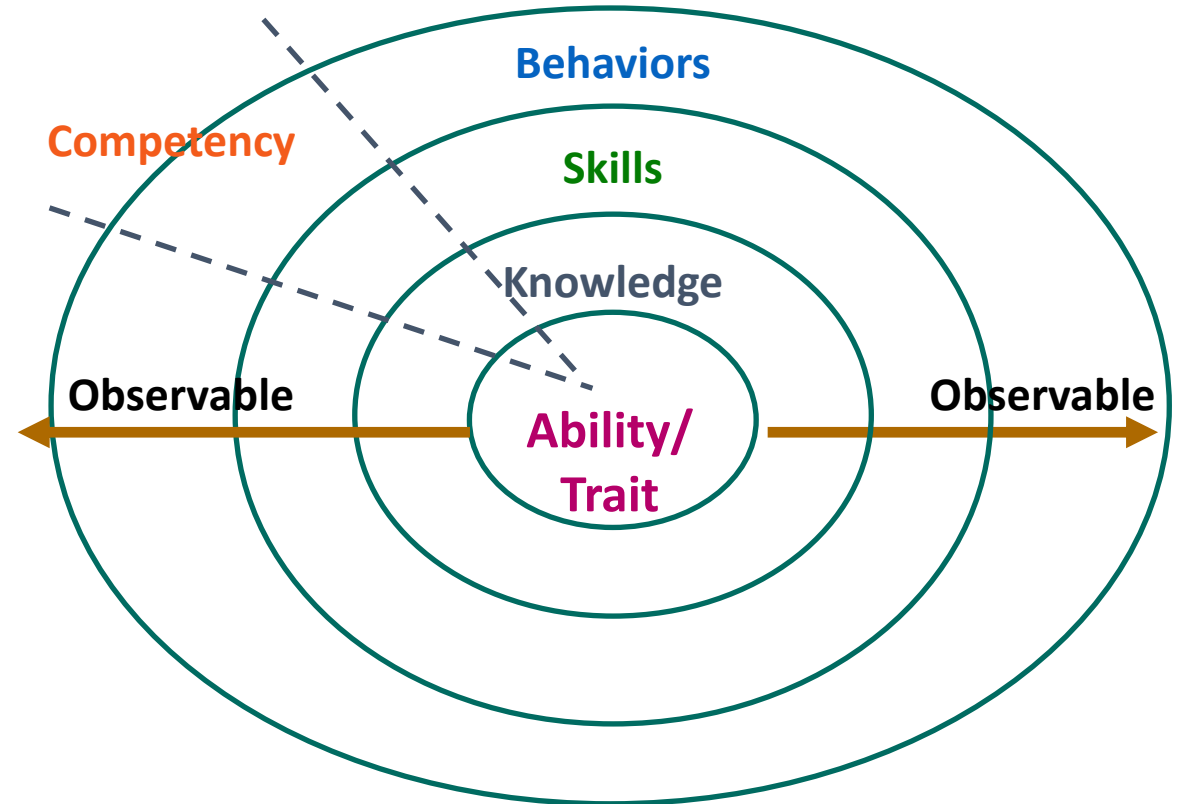## Tom Walk, Ph.D.

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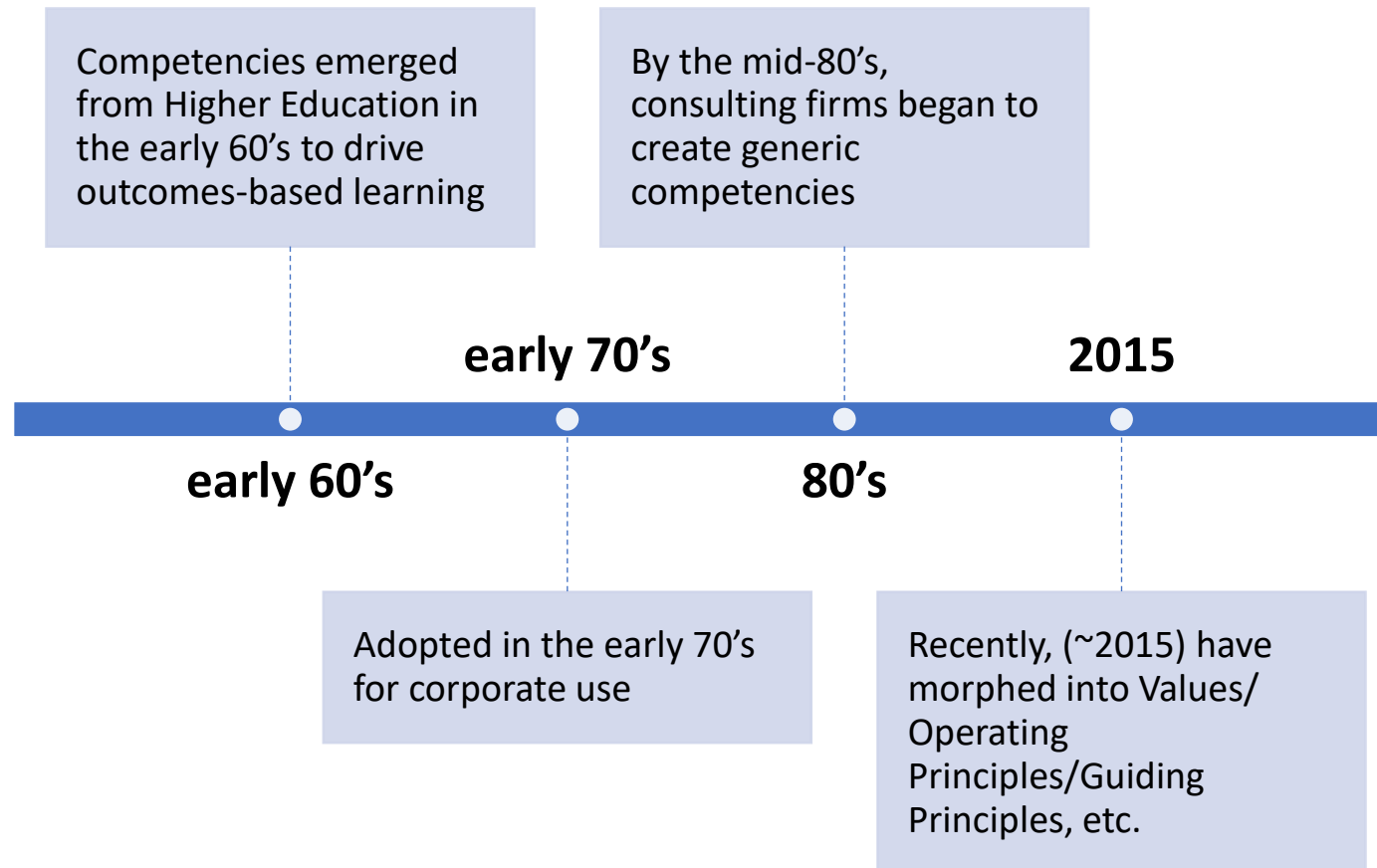
What's a Competency Anyway?

Competency is a series of knowledge, abilities, skills, experiences, and behaviors, that lead to performance in an occupation(s).

Competency is measurable and can be developed through training.

(It's from Wikipedia, so it must be true…)

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How Did we Get Here – Competency History

Competencies emerged from Higher Education in the early 60's to drive outcomes-based learning

By the mid-80's, consulting firms began to create generic competencies

early 70's   2015

early 60's   80's

Adopted in the early 70's for corporate use

Recently, (~2015) have morphed into Values/ Operating Principles/Guiding Principles, etc.

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How Does a Competency Work

- Sets a common standard
- Communicates clearly to all stakeholders (creators of HR/OD interventions, learners, executives, etc.)
- Flexible to apply across lots of interventions

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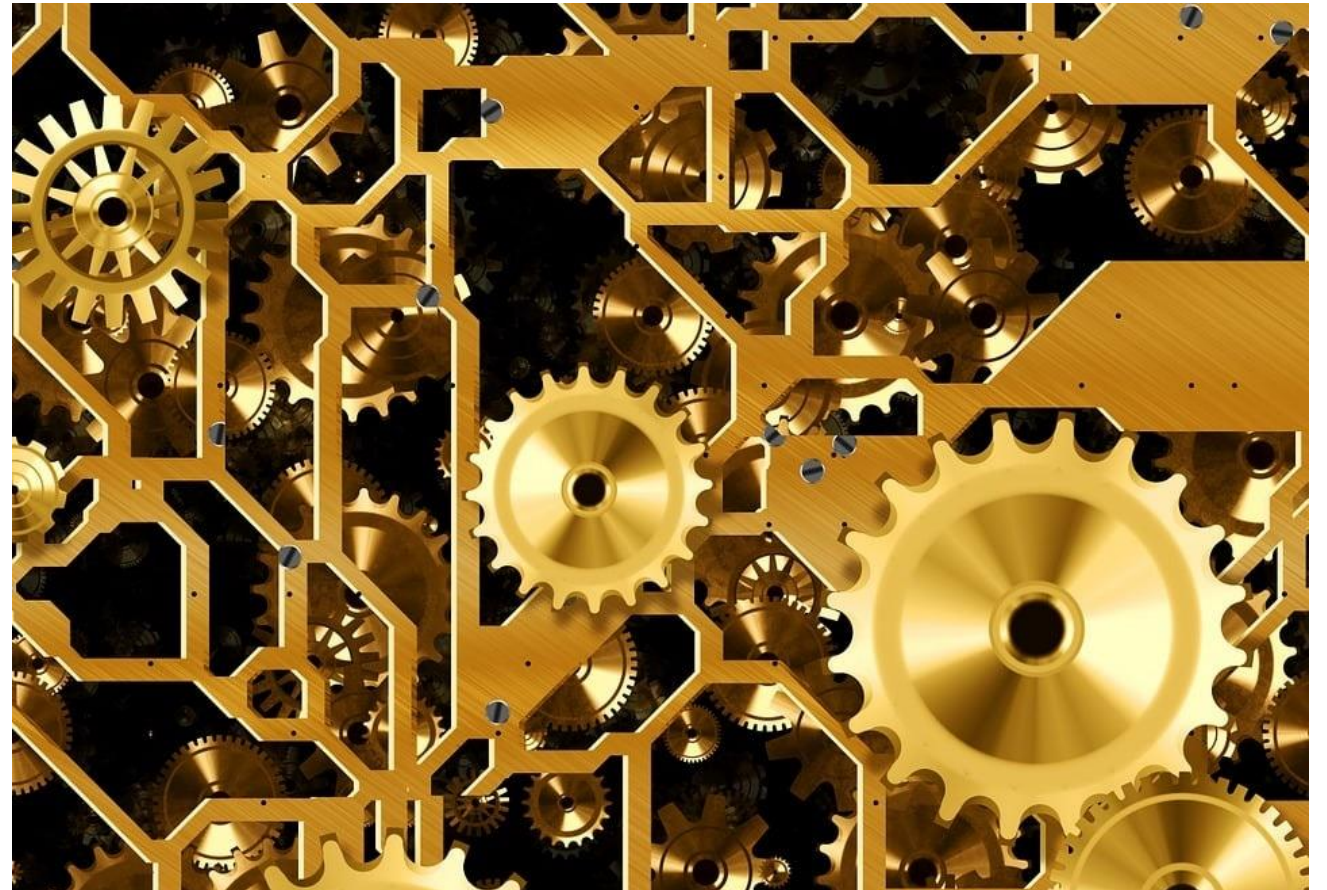
Extracting Value from the Competencies

- Embed them in stuff (Performance Management, Learning Curricula, Succession Planning, etc.)

- Outcomes you should accrue:
  - Improved workplace behavior
  - Better sales
  - Customer Service outcomes
  - Etc.

The Newly Popular Competencies

An example:

AI/Digital Literacy a competency or is this the 21st century version of Proficient in Office Suite?

But…

Is this kind of thing the domain of competencies?

Some Further Reading

- Lucia, A. & Lepsinger, R (1999) The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations. Jossey-Bass/Pfeiffer. San Francisco, CA.

- Campion, M., Fink, A,. Ruggeberg, B., Carr, L., Phillips, G., & Oddman, R. (2011). Personnel Psychology. 64(1). Wiley. New York, NY.

- Rothwell, W. (2000). ASTD Models for Human Performance Improvement: Roles, Competencies, and Outputs. ASTD. Washington D.C.

Questions

- Are you currently using competencies? What are you using instead?

- What value do you want to get from your competencies?

- What are your challenges with competencies (ex. Values vs. Behavior)?

Thank you!

Amy Bladen Shatto, PhD, ACC, BCC
LEADERSHIP DEVELOPMENT CONSULTANT & COACH

📱 609.413.3704

🌐 www.leadershipvariations.com

✉ abladen@leadershipvariations.com