



Competency-Based Management



29 July - 9 August 2024



Milan (Italy)

Competency-Based Management

course code: H3017 From: 29 July - 9 August 2024 Venue: Milan (Italy) - course Fees: 4500 Euro

The Course

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 behaviour 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 programme 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.

The Goals

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 organisations
- Differentiate between Leadership competencies, Technical competencies and Behavioural competencies
- Link competencies to organisational 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 Delegates

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

The Benefits

The seminar will be of value to anyone with an interest in the management of people and/or with an involvement in the introduction or maintenance of a competency framework.

It will be of interest to those who wish to learn about competencies for the first time and those who wish to refresh established knowledge.

As a result of attending the course, a delegate will be able to assist his/her organisation to gain the advantages that come from using competencies.

The Results

This seminar is designed to help the organisation understand the advantages that can be gained from the use of competencies.

The result of sending delegates will be that the organisation will be able to improve the effectiveness of their systems in the critical areas of HR policy.

The importance of getting the best from people can never be underestimated and this programme will help organisations get the policies right.

The Programme Content

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 – behavioural event interviewing, repertory grid interviews, top management judgement, focus groups
- Getting “buy-in”
- An HR Management Framework Based on Competencies
- Technical, Behavioural 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 centres in recruitment
- Examples of Assessment Centres 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 Behaviour 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