

OD Network Meeting: Oct 6, 2005 Topic: Competency Modeling

Presentations:

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Presentation: Kraft Foods

What is a definition of competencies? “Observable measures of behavior important for job performance.”

History: Kraft has many mergers over the years resulting in the expansion into 68 nations. We discovered that with each merger and expansion opportunity we had to also merge the differing job descriptions from each entity across the world. We also needed to describe the competencies of leadership required throughout the corporation. It was important to move talent globally and we needed a **common language** so we could do this world-wide. It was a long process to develop and implement the competency model.

We wanted a competency model that was based on strong research. To this end, we benchmark various processes. We settled on using **the Lominger model** of 67 competencies. (Lominger Leadership Architecture Suite: www.lominger.com) This was much more than the 13 most organizations used. However Kraft did want a manageable set, so in working with Lominger, we developed this chart which shows the competencies grouped under categories down the left side and across the top are four columns with the 4 levels of supervision (see attached)

Implementation Challenges

1. It took 2.5 – 3 years to get buy-in from HR but now they are very excited.
2. We sought several ways to “bake” the model into the organization:
 - We used the Performance Appraisal Process – updated all the forms and tools to integrate the competences into it.
 - We designed training and communication program to support the model
 - We worked with Lominger on the FY Improvement book. This defines the competencies, defines the behaviors that show the skills and unskilled, the overuse of the competency – which may result in being a “derailer” for the person. We also included the 19 “derailers” and career stallers.
3. We discovered in the implementation with Line Managers that they love to play with the “cards”. These are fun tools to help them to understand the 67 competencies, hence we use 67 cards. We do various exercises with the line managers with the cards – card sorts for different jobs etc. We say, “Here is our business strategy. Now what talents/skills are needed? What is “mission critical” to this job? The line managers were thrilled with the activity.

4. Currently we are working with HR to deliver the results. The Performance Improvement roll-out is Oct – Jan. Already they are on board and understand the 67 competencies.
5. Implementation has been completed in Latin America.
6. Now we are turning to having the model implemented with all employees. The next step is to roll it out among all the 14 functions (technical expertise). Each has specific knowledge areas.

Question: How do you use cross culturally? Aren't there different definitions of the words? Different meanings of what the behaviors mean?

Ans: We have staff in-house that are translating it into the 15 languages that employees in our companies use. These staff have worked with our company and represent those cultures and languages they are translating.

Question: Isn't it true that some of the competencies, such as "intellectual horsepower" cannot be taught. One's IQ is innate. It is true that IQ is an indicator of performance but it is not a behavior. That is not all the competences can be developed in the workplace, isn't this true?

Ans: That is true; but you need competencies such as this to decide if a person is capable of a particular leadership job.

Question: In my situation it took 5 years to implement a competency model. How have employees' lives changed, now, with this model?

Answer: Employees are better able to select staff based on using a "strength scale". However we still need to help managers do this better, to assess better.

The answer above stimulated several nods from group members. One mentioned that she has used competency models for 10 years and also uses the FII book. Another uses it with a 360 feedback system. Another uses "Voices" instead. All agreed that the competency model needs to be tied back in the Performance Appraisal process – so that the manager can recognize and discuss both strengths and development needs.

Question: Is the model used with "behavioral-based interviewing"?

Ans: Yes, it is tied into selection. This is where the HR department is most interested in using it and training others to do so.

Question: What are the 19 derailers according to Lominger?

Ans: Things like "arrogance", "relies on one mentor", and "stuck learner" are some. (Please see attachment)

Question: What is the competence of "Humor"?

Ans: Humor is the ability to "keep things light" in the midst of any situation.

Question: What about job descriptions now – time to redesign them?

Ans: We are still trying to work with HR on using the competences for this also. Also for Performance Review. We are still deciding what deliverables are needed to succeed.

Nancy Rehbine, President of Institute for Organization Development

I was originally trained in the Hay Model and I'm also familiar with DDI's Criteria-based behavior model. In working at Pratt Whitney, I developed a Job Profile Methodology. I also used it at DACUM to develop a curriculum. Over the years I've used the following methodology with Tyco and Motorola. At Tyco I did it for 14 jobs. Currently I'm using it for a Leadership Study. The method is a facilitated process whereby I have those people doing the job come into the room and put their answers on post-its on the wall.

The 8-Step Method: (see attachment for complete instructions)

1. Define the job both – as it is now, and how it will be in the future. Use sticky notes to post the items on the wall.
2. Allow “guests” to visit to review the items
3. Define the “Key Result Areas” KRAS (they go by several names). Group the ideas into no less than 5 and no more than 7 arenas of responsibility in the job.
4. List all the tasks for each KRA
5. Prioritize the tasks. Which ones are “entry level”? “Medium”? “Advanced”?
6. Define the key behaviors for the tasks. (Discuss critical incidences. Describe a time when a person did a good job at this. Describe a poor job.
7. List out the key certifications, education and training is key for the competencies.
8. Ask each person to take the work back to their division and to share with others; listen to suggested input/additions
9. List the behaviors for each of the Areas of responsibility

In my work at Baptist Hospital, the competency model is used by nurses to use as an assessment tool to develop employees.

The key is that it's measurable. The only time it changes is if the job itself changes.

At Pratt Whitney it took us less than 60 days to get the sign-offs for the jobs, and we had to deal with union involvement as well. For 2 jobs, however, it took 90-120 days. I've also trained compensation specialists to use it.