

Obtaining Buy-in: *Implementing Competency Models for High Performance*

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Agenda

- Identify high priority competency model initiatives
- Obtain and sustain buy-in **before, during** and **after** competency model development
- Target messaging to key stakeholders to promote competency model success.

About HUDSON Research & Consulting



- In business since 2001, focusing on competency models, organizational and market research, and associated Talent Management applications (e.g., performance management, training, succession planning, selection, onboarding, etc.), learning and consulting.
- Conduct many competency model projects, collaborating with clients to create a concise, memorable models that build commitment for superior results.
- Clients include: Abbott, Bristol-Myers Squibb, Citibank, Chubb, Estée Lauder Companies, MetLife, Novartis, NRG Energy, Merck, PepsiCo, Pfizer, Sanofi-Aventis, Tiffany & Co., as well as other Fortune 1000 companies.

About Rothwell & Associates, Inc.



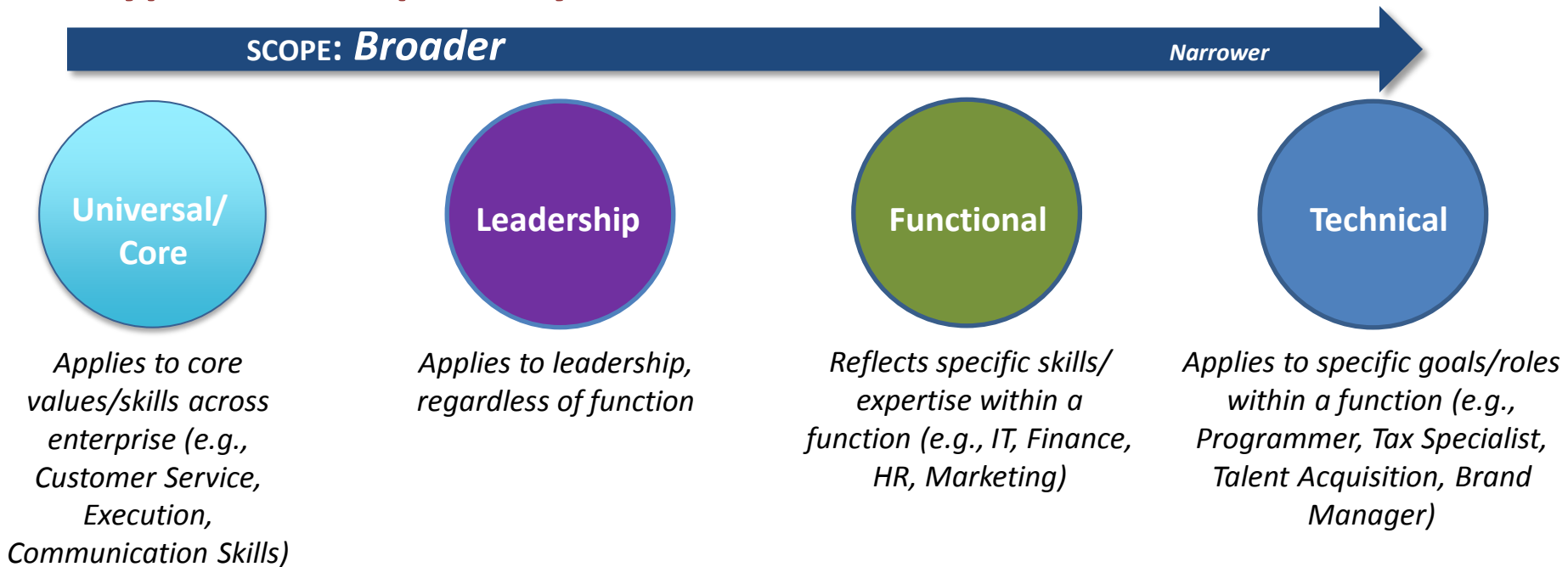
- Lead consultant William J. Rothwell is author or coauthor of 87 books on HR, training, succession planning, organization development, and performance consulting
- In business since 2000, focusing on succession planning, competency models, Talent Management, and learning and performance
- Consultant for ASTD on the last 5 international competency studies of the field
- Given ASTD's prestigious Contribution to the Workplace Learning and Performance Award for 2011
- Clients include: GM, GM Shanghai, Sony China, Motorola University, U.S. Department of Labor, as well as other Fortune 1000 companies

Quick Poll

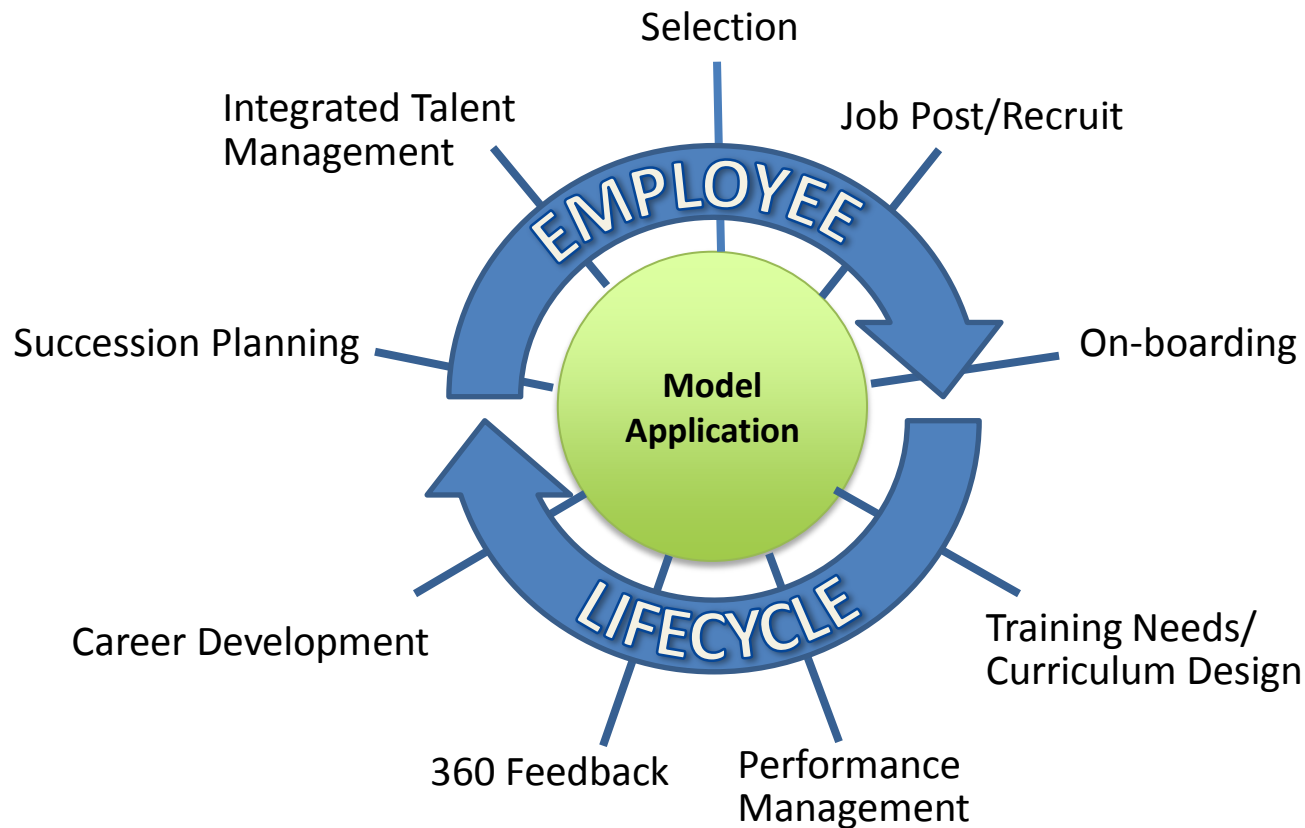
- Do you use competency models:
 - Currently
 - Plan to use in the future
 - Just exploring

Competency Models: Definition & Types

- **Definition:** Effective management of knowledge, skills, abilities, attitudes and personal attributes of employees to optimize business results.
- **Types of Competency Models:**



Competency Models & Talent Lifecycle



- If your organization uses competency models, what are the current applications? (Click all that apply):
 - Selection
 - Training
 - Onboarding
 - Performance Management
 - Career Development
 - Succession Planning
 - All of the above

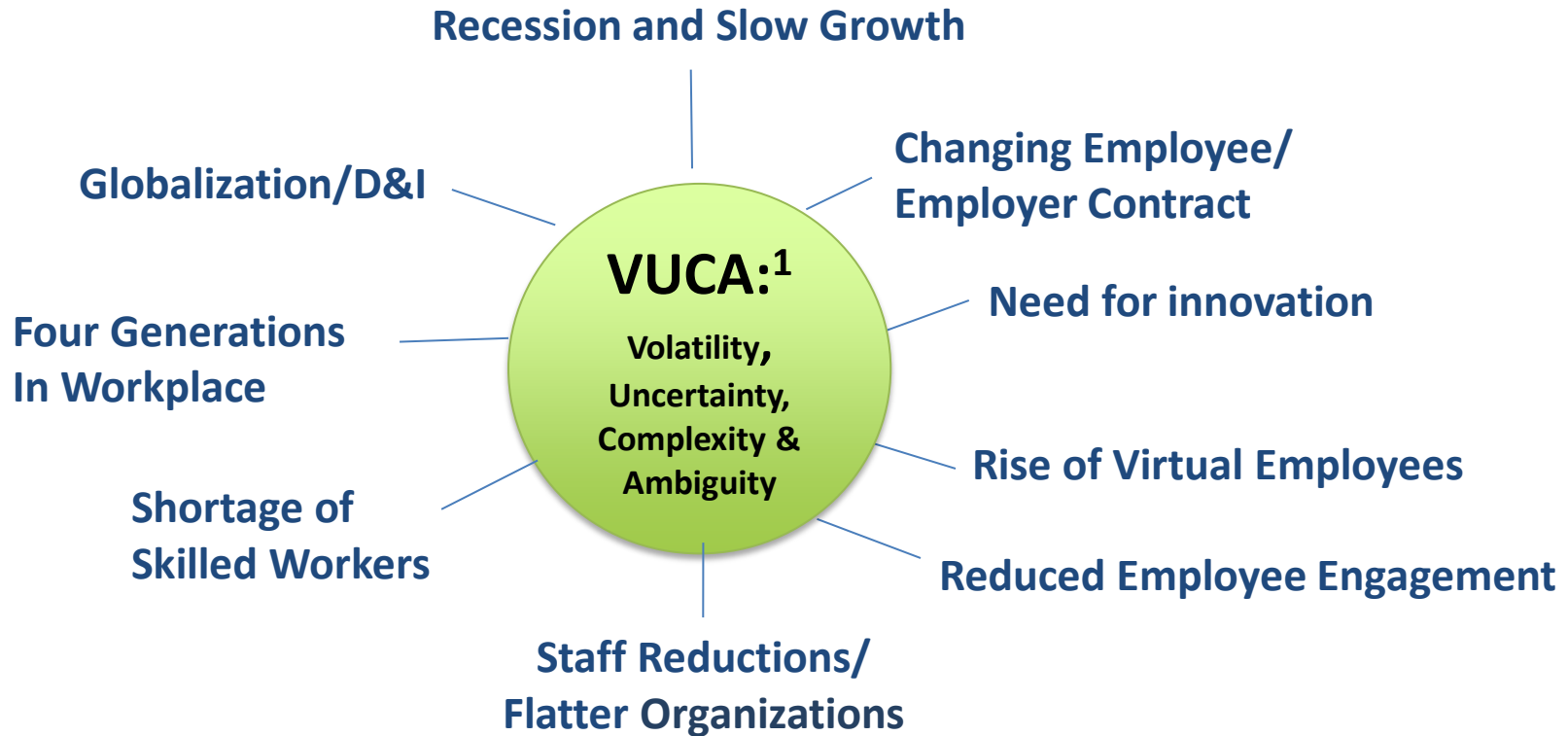
Competency Model: Six Benefits

Competency Models:

1. Align with organizational strategic plans
2. Form the basis for HR plans just as traditional HR programs are based on job descriptions
3. Date less often than job descriptions
4. Are performance-based
5. Make desired behaviors and/or work results clear and measurable
6. Capture individual productivity differences more effectively than job descriptions (top performers can be as much as 20 times more productive than average performers)

Other: (write in Chat Box)

VUCA Creates Need for Models: A Few Examples



¹ Army War College terminology

VUCA Implications: New Competencies

VUCA times means new competencies are emerging.

VUCA

- Flatter, more matrixed organizations
- Emphasis on cost containment
- Downsizing and impact on engagement
- Shared services/demand management
- Ongoing change and uncertainty
- Skill shortages

COMPETENCY REQUIREMENTS

- Collaboration Will/Skill
- Resource Allocation/Decision Making
- Leadership and Culture
- New roles
- Change Management
- Training/ Just-in-time learning/ Blended learning

Identify Competency Priorities

KEY QUESTIONS:

- Do you understand your organization's key strategic priorities and how you can add value?
- How prepared is the current workforce to execute against these priorities?
- What will it take to close identified gaps, for today and the future?

BUSINESS/STRATEGIC NEED

- Global Expansion
- Move from B2B to B2C (HealthCare)
- Launch of HRIS (Success Factors, Oracle, SAP, SumTotal, etc.)
- Respond to Marketplace Demands

COMPETENCY PRIORITY

- Multi-Cultural Competence/D & I
- Leadership /Customer, HR, Marketing, Claims, etc.
- Integrated TCM Competencies
- Define Required Competencies

Obtaining Buy-in: BEFORE



- Need for strategic alignment
- Siloed Talent Management
- New skill requirements
- Limited resources

- Partner with the business
- Integrated solutions
- Competency-based workforce planning
- Just-in-time agile solutions

In the Chat Box, tell us, “What is your desired future state?”

Assess Readiness

| Readiness Assessment | NO ● | TO SOME DEGREE ● | YES ● |
|---|---------|---------------------|----------|
| Is there a compelling business case to build models? | | | |
| Have you communicated WIIFM? | | | |
| Do people understand how the models will affect them? | | | |
| Have you identified how you will launch the model? | | | |
| How will you know you have been successful? | | | |
| How will you sustain success? | | | |

DEFINE:

- Problem
- Key Sponsor(s)
- Resources Needed?
- Buy vs. Build
- Business Alignment

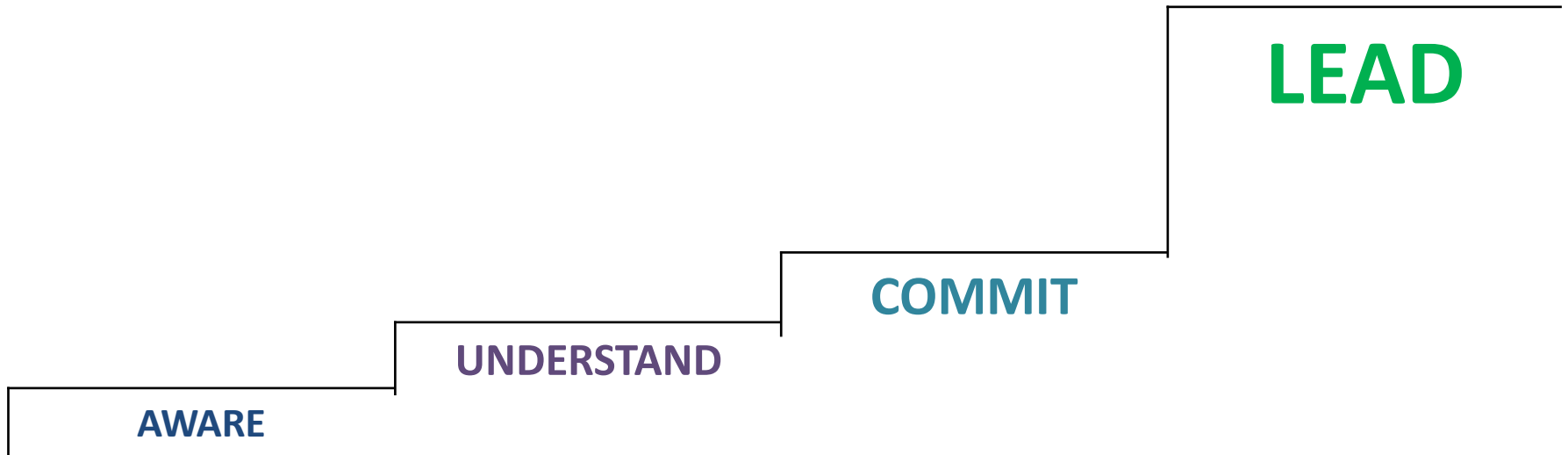
PLAN:

- Why
- When
- Roll-out and sustainability

COMMUNICATE:

- Benefits
- Expected outcomes
- What, So What, Now What

DURING: Assess Degree of Buy-in*



*Adapted from The Change Management Pocket Guide by K. Nelson and S. Aaron

DURING: Success Factors

TIMING

- Align where there is momentum
- Avoid “Head Winds”

KOLs

- Build Champions
- Use Opinion Leaders to communicate messaging

WIFFM

- Analyze by Stakeholder group
- “Skin in the Game”

Communication

How will you help internal clients:

- **Save \$**
- **Save** 🕒
- **Increase Prestige** ★
- **Reduce Stress** 😊
- Consider communication channel (formal, informal, meetings, webinars, etc.)

Signs of Resistance

- Delays
- Silence
- Request for immediate solution
- Lack of resources
- Confusion

Actions to Take

- Pick up cues
- Identify source of resistance and address
- Ask for what you need (time, resources, visible support, access to information, other)

Adapted from: [Flawless Consulting](#) by Peter Block

In the Chat Box, tell us what your approach is.

DURING: Maintain Stakeholder Communication

| WHO | WIFFM | APPROACH • Email, Formal/informal • Intranet, Meeting, etc. |
|----------------------|---|---|
| Line Leaders | <ul style="list-style-type: none"> Align with their strategic agenda Invest resources effectively | |
| Internal Clients | <ul style="list-style-type: none"> Obtain desired results (improved sales, better efficiencies, etc.) | |
| Senior Executives | <ul style="list-style-type: none"> Demonstrate competitive advantage Attract best talent | |
| HR Business Partners | Build credibility with internal clients/ help make them successful | |

- Train managers and employees
- Integrate through employee life cycle
- Provide evidence of success
- Update as business needs change
- Other (write in Chat Box)

Key Takeaways: Obtaining Buy-in

- Communicate and obtain Buy-in BEFORE, DURING and AFTER competency model development and launch
- Make a compelling business case: Internal and external data
- Obtain sponsorship
- Assess multiple stakeholder needs: benefits and objections
- Integrate in multiple talent management applications for greatest impact
- Leverage champions
- Update as needs of the business change
- Measure and sustain

Q&A

- What are your questions/comments?
- What is your key learning from today?

Use the Chat Box


For More Information:

Mariorie Derven



- Article on Competency Models and Training Assessment
- Obtaining Buy-in Action Planner
- Sample Competency Model Excerpts



- Follow  @mderven
- [www.linkedin.com/pub/ marjorie-derven/2b/495/729](http://www.linkedin.com/pub/marjorie-derven/2b/495/729)

William J. Rothwell, Rothwell & Associates



- Instrument for Assessing Readiness for Competency Identification, Modeling and Assessment
- A Whitepaper: *What Are Competencies, and Why Should You Use Them?*



Thank You!

Additional Resources

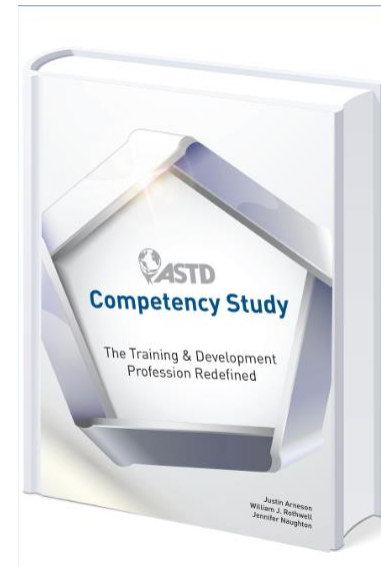
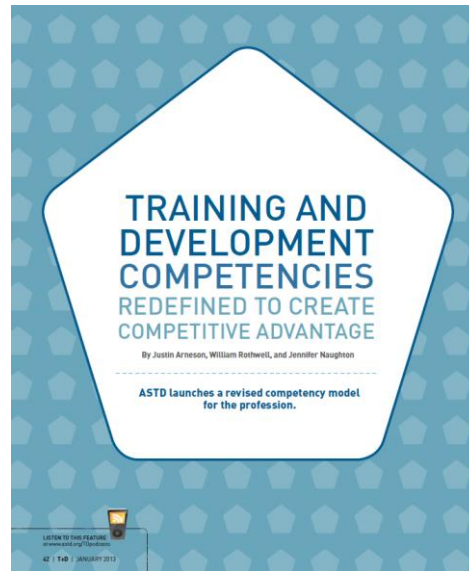
- Competency-Based Training Basics, by William J. Rothwell
- Competency-Based Human Resource Management, by David Dubois and William J. Rothwell
- Performance Consulting, by William J. Rothwell
- The Competency Tool Kit, 2 vols., by David D. Dubois and William J. Rothwell
- *Lessons Learned: Using Competency Models to Target Training Needs*, Marjorie Derven, T+D Magazine
- The Heart of Change, by John Kotter
- The 2013 ASTD Competency Model: Training and Development Competencies Redefined, Arneson, J., Rothwell, B., & Naughton, J., ASTD Press
- The Executive Guide to Integrated and Talent Management, Oakes, K. and P. Galagan , ASTD Press
- The Change Management Pocket Guide by Kate Nelson and Stacy Aaron
- HARVARD BUSINESS REVIEW, The Talent Issue, October 2011
- Flawless Consulting, by Peter Block
- *Managing the Matrix in the New Normal*, Marjorie Derven, T+D Magazine
- Switch, by Chip Heath and D. Heath
- *ASTD Career Navigator* (www.astd.org/careernavigator)

**GOOD LUCK WITH YOUR
COMPETENCY MODEL INITIATIVES!**

For more resources & information, contact
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Bill Rothwell: wjr9@psu.edu

ASTD Resources



www.astd.org/model

Quick Poll: Future Webcasts

- What competency model webcast are you most interested in? (Click all that apply):
 - Case study deep dive
 - How-to's to design models
 - Talent management alignment
 - Technology applications
 - Career Development
 - Other: please specify in the Chat Box