

How do you implement a competency model develop staff?

It doesn't matter the size of your firm, you will likely be feeling a big gap or drop in talent somewhere in your organizational chart. Some firms have a strong management group with a gap in talent starting at the senior or supervisor level. Others might experience a talent gap at the manager level because everyone that shows any self-starting initiative or promise is moved to a principal position early on.

We don't develop properly. Development requires a couple key ingredients. They are:

- the person doing the work knows what is expected of them (competency model),
- the person managing the worker can consistently articulate to that worker what is expected (competency model),
- there is a developmental plan in place for each worker as to what areas need improvement and a training path to get there (both education and on the job training) (a formal assessment process),
- the developmental plan is based on a set of expected competencies required for each level of worker (gaps between assessment and competency model),
- someone is specifically assigned to make sure the worker develops according to the plan and that the plan is working and effective (assigning direct reports),
- someone is specifically accountable to make sure the worker is developing according to the plan and that the plan is effective (tying the performance of the direct reports to the managers compensation plan).
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Every employee, for developmental purposes, needs to directly report to somebody. To be clear, every worker will report to a number of people as they are assigned to various projects. Our continued success is predicated on our ability to develop people and continuously work to close any competency gaps that start to unfold. Having each one of your people report to someone as his/her supervisor/manager is critical to this evolution occurring.

The purpose of everyone reporting to someone is simply a case of accountability and consistency. The overall boss's job is to:

- make sure the worker assigned to them knows how to do their job,
- monitor the worker's performance,
- ensure that specific educational and on-the-job experiences are provided so that the worker can develop according to their career path ,
- step in to resolve conflicts or to fight internal battles for their workers,
- be the final say for that worker when the worker has been given conflicting instructions or direction,
- be held accountable for that worker's performance, with an appropriate monetary reward or punishment that performance.

Let's suppose the area of competency we want to improve is "Execution." Execution, is about setting clear goals, letting people know what their assignment is in achieving the goals, and monitoring performance to be sure that the goals are being met. The necessary capabilities are as follows:

Next is to determine the causes of negative behavior and what needs to be done differently to be more effective.