

AGILE BASED COMPETENCY MANAGEMENT

ABC Management

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Article: Different approach to the competency management in companies

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1. Different approaches to competency management

Business practice involves different approaches to competence management.

Some concepts consider it quite narrowly so that individual and corporate training programmes are strictly associated with business objectives. In this process competences are related to the corporate objectives while competence management is aimed to combine abilities necessary for business objectives' fulfilment with individuals' and corporate training needs. Competence management happens to be used to facilitate staff development focused on results exclusively. However the above seems irrelevant in terms of contemporary market challenges.

Other concepts advocate slightly more far-reaching approach; they will rather associate competence management with strategic business management and focus on the necessity to implement a competence-based strategy that involves the implementation of successful competence models strictly linked to the corporate strategy and able to facilitate corporate development instead of being a mere reflection of successful patterns of the past.

Such an approach seems necessary - notwithstanding whether corporate competences should follow the strategy or both the strategy and the competences should rather interact and generate added value instead of being a sheer response to profit expectations. Being this the case the competence management ought to exploit staff potential towards fulfilling assigned tasks, to interact, to gain new experience, learn from each other, learn from mistakes, etc. Moreover, competence management should relate to all the processes and activities in the organisation such



as developing products and services. Focus on skills and abilities rather than on staff themselves seems to be of the major weaknesses of the approach. Practically it can reduce efficiency and effectiveness of the mentioned undertakings, because separating staff from their competencies seems hardly possible.

Traditional staff selection and development strategies based on the work character would involve relatively narrow perception of the concept of competences, limited mostly to professional qualifications. Such an approach is by all means unsatisfactory in terms of contemporary market environment.

Nowadays, the focus is on the entire spectrum of competences and comprehensive employee's assessment while companies emphasise on an individual's potential contribution to the organisation's development. Here human resources are identified with the potential capital they represent, and the activities dedicated to the development of their competences are at the same time focused on themselves as well.

The two approaches happen to be linked with each other. Competence management involves also integrated management of strategic, organisational and individual capacity. Organisational competences that constitute the foundations for key competences are based on individual abilities and the other way round. Capability to learn, forget and learn again seems to be the key competence. Consequently both the strategic and development issues are to be considered.

Some other approach perceives competence management to be a major element of corporate knowledge management. Some competence management practitioners adopt classical concepts of human resources management that will embrace staff development, employee retention, assessment, task delivery status information, etc. For instance, an organisation defined the competence management as the <<process of making staff competent>>. For that company competence management is both a system and the process aimed at qualified staff development and retention. The system involves risk assessment, selection of appropriate standards, engaging processes and methods of competence management, data base maintenance, verification, audits and feedback.

2. Major approaches do classify competency management

There are various ways to deal with and classify competence management. 5 major approaches to competence identification, modelling and assessing can be distinguished:

- Process based approach - focus on an individual work process;
- Performance based approach - focus on key results in terms of work, job, team or work group;
- Invention based approach - decedents are made an integral part of systematic development of the competence model;
- Trend based approach - focus on future problems and trends which have an impact on assignments, work, teams or jobs;
- Responsibility based approach - draws results, competence, roles and quality requirements from the area of responsibility and work activities;



The process of competence identification may be perceived in a more general manner:

- ✓ Behavioural approach -based on the analysis of distinguished staff behaviour in terms of knowledge, abilities and motivation;
- ✓ Standard-based approach - defines minimum accepted performance levels for particular work or position; focuses on actual performance;
- ✓ Situational approach - analyses and distinguishes elements that may have an impact on desired competences; on one hand situational factors, such as various work conditions, work pace and characteristics, are so different according to a department that developing a consistent list of key managerial competences for most relevant positions seems hardly possible. On the other hand exceptionally skilled managers' profiles may serve as general competence managerial profile across an organisation.

3. What are the benefits of the Agile Based Competency Management Method?

To sum up, there are various concepts related to competence management. The *Agile Based Competency Management* method involves wide, comprehensive and balanced approach. First and foremost the competence management is well rooted in the corporate management system and human resources management. It is dedicated to the delivery of not only operational and strategic objectives but also fulfilment of goals and expectations of the employees and third parties as well as other entities associated with the company. It considers strategic human resources management which will direct human resources in the long term thus ensuring the company's success. It will also facilitate the company's sustainable development based on corporate social responsibility. However, taking into consideration the method's potential to be used in various particular organisations, the situational approach seems to be the most popular as the one that in the process of competence management analyses and emphasises such factors as specific position profile that involves desired competences.