



INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations



FEDERAL MINISTRY OF EDUCATION



Our Standards



Project Management Institute



Competency

Iceberg Model

Objective



1 Explain what is a Competency

2 Describe the Components of Competencies

3 Explain the Types of Competencies

4 Describe the Competency Iceberg Model

5 Explain the Benefits of Iceberg Model

Introduction

David Schneider is a highly qualified individual.

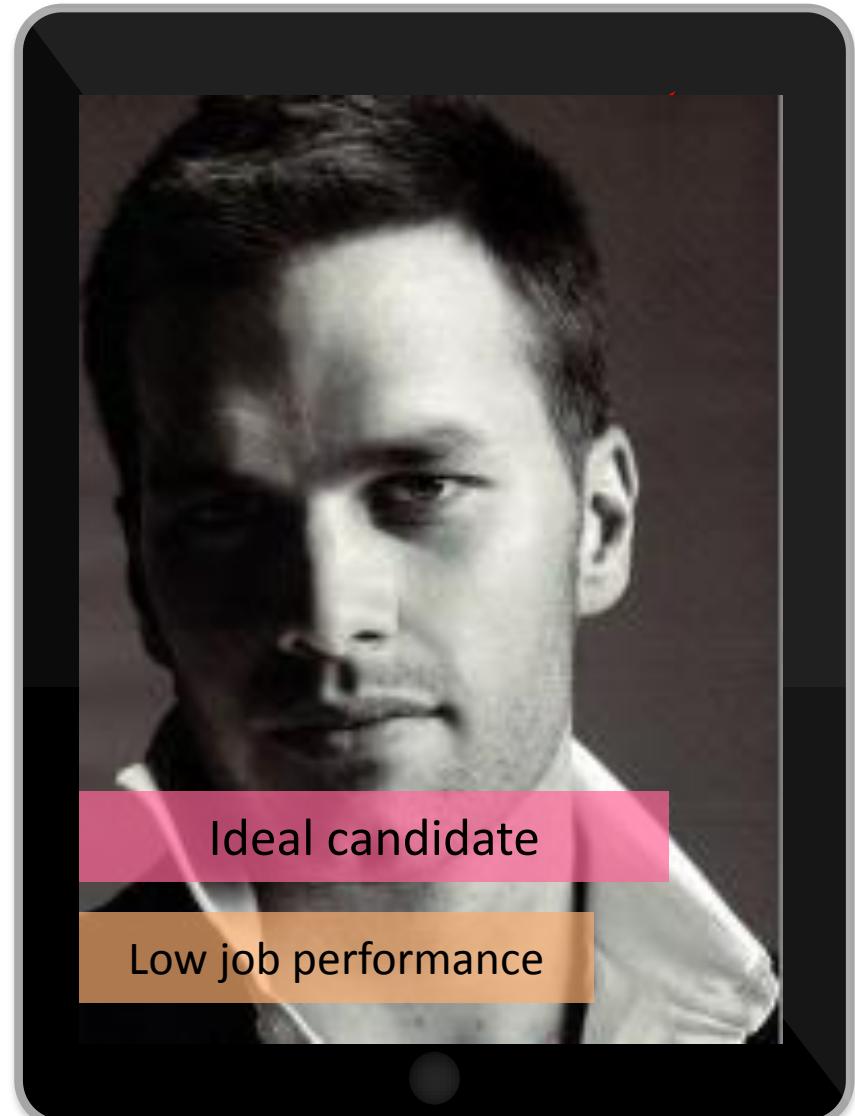
He has the right mix of skills and knowledge that is required to work as a Sales Executive.

However, his actual job performance is nowhere near what is expected from a man possessing skills and knowledge that David has.

His actual job performance does not match the expected job behaviour of a man of David's calibre.

So, what is wrong?

What is it that makes David an ideal candidate but stops him from actually performing on his job?



Ideal candidate

Low job performance

Introduction

The answer to this lies in the word ‘Competency’.

Competency is a combination of skills, job attitude, and knowledge which is reflected in job behavior that can be observed, measured and evaluated.

Let us learn more about ‘Competency’ and an important model of competency, the ‘Competency Iceberg Model’.



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What is Competency?

Competencies refer to skills or knowledge that leads to superior performance.

Competencies are individual abilities or characteristics that are key to effectiveness in work.

'Competence' on the other hand means the condition or state of being competent.

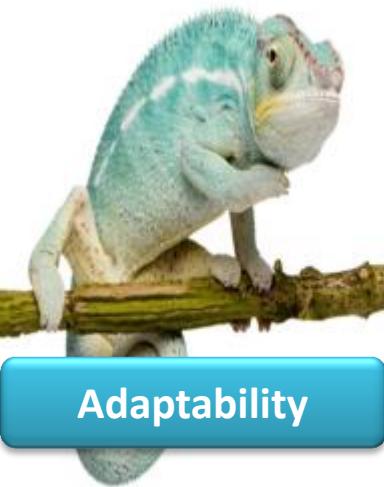
'Competent' is when a person is qualified to perform to a requisite standard of the processes of a job.

Competencies can apply at organizational, individual, team, and occupational and functional levels.

Competencies are not "fixed" and causally be developed with effort and support.

What is Competency?

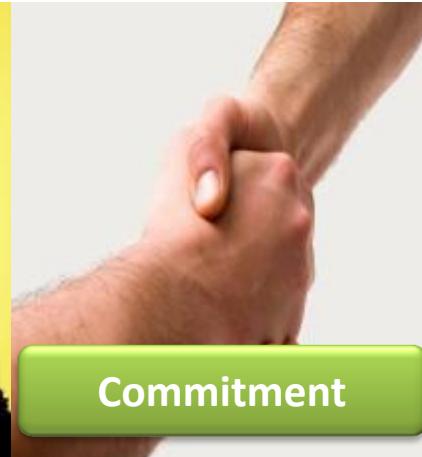
Some examples of competencies required by the employees are: -



Adaptability



Motivation



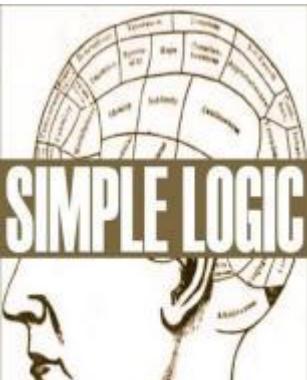
Commitment



Creativity



Independence



Analytical
Reasoning



Foresight



Leadership



Emotional
Stability



Communication
Skills

History of Competency

HISTORY

In the late 1960's, the Occupational Competence movement was initiated by Dr. David McClelland who was a Professor of Psychology at Harvard Business School

McClelland found that traditional tests such as academic aptitude and knowledge tests, did not predict success in the job

Since this find and even during the early 70's, leading organizations have been using competencies to help recruit, select and manage their outstanding performers

A supporting research conducted by McClelland found that students, who did poor in Universities, as long as they passed, did just as well in life as the top students

Through this McClelland proved that superior performance is not always measured by test scores but rather related to hidden traits and qualitative behaviours

Objective



1 Explain what is a Competency

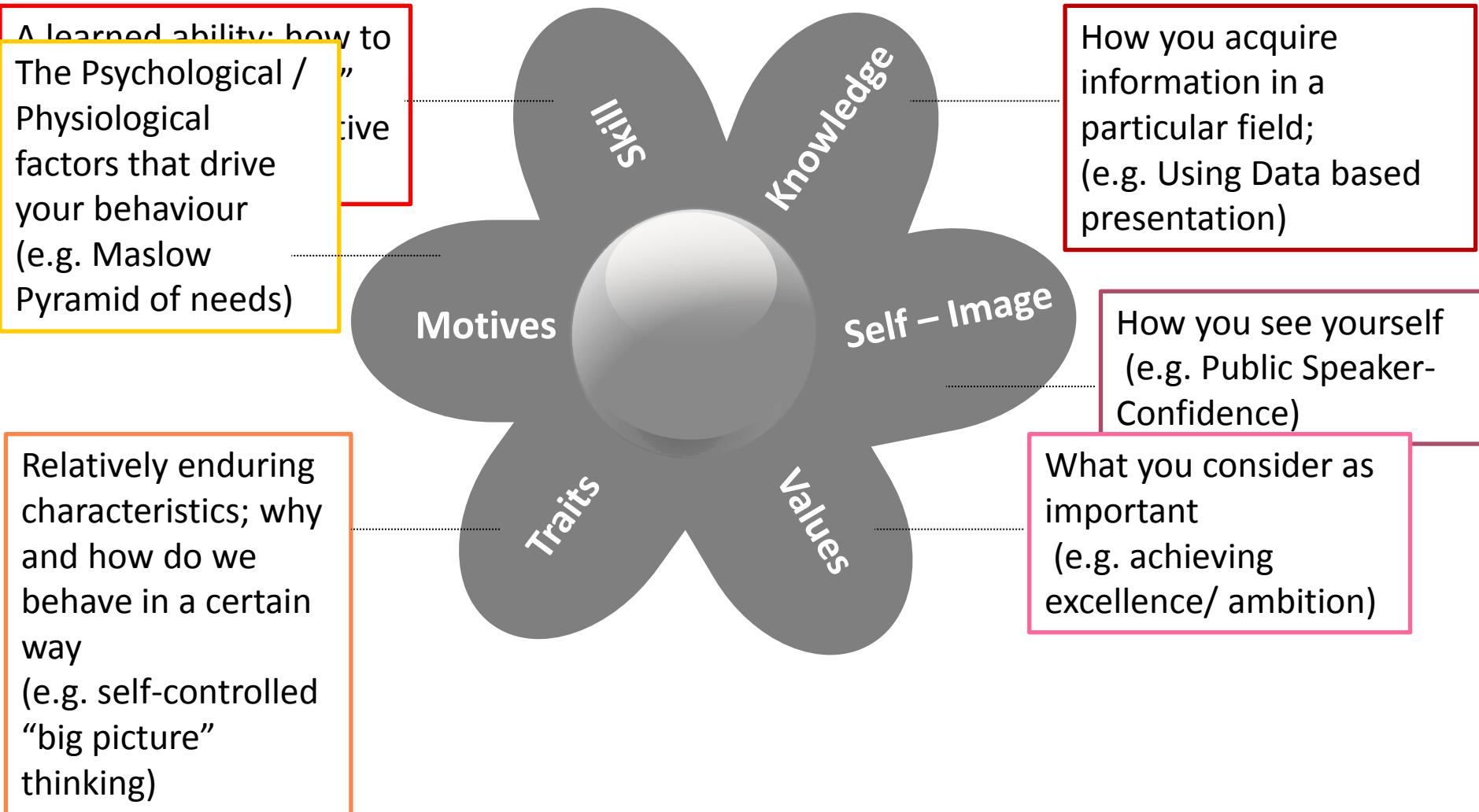
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Components of Competency



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Types of Competencies

Competencies can broadly be classified into two categories:



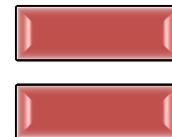
Basic Competencies:

They are existent in all individuals but only their degree of existence differs. For example, problem solving is a competency that exists in every individual but in varying degrees

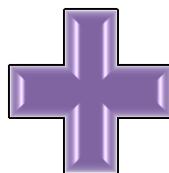
Professional Competencies:

They are job related and are above the basic competencies. For example, handling a sales call effectively is a competency that a sales personnel would be required to have

Competencies



Basic Competencies



Professional Competencies

Types of Basic Competencies

The basic competencies encompass the following:



Intellectual Competencies:

Those which determine the intellectual ability of a person.

Motivational Competencies:

Those which determine the level of motivation in an individual.

Emotional Competencies:

Those which determine an individual's emotional quotient.

Social Competencies:

Those that determine the level of social ability in a person.

Types of Professional Competencies

The professional competencies can be classified as:



Generic Competencies:

They are those which are considered essential for all staff, regardless of their function or level, that is, communication, program execution, processing tools, linguistic, etc. These competencies include broad success factors not tied to a specific work function or industry. They usually focus on leadership or emotional intelligence behaviours.

Managerial Competencies:

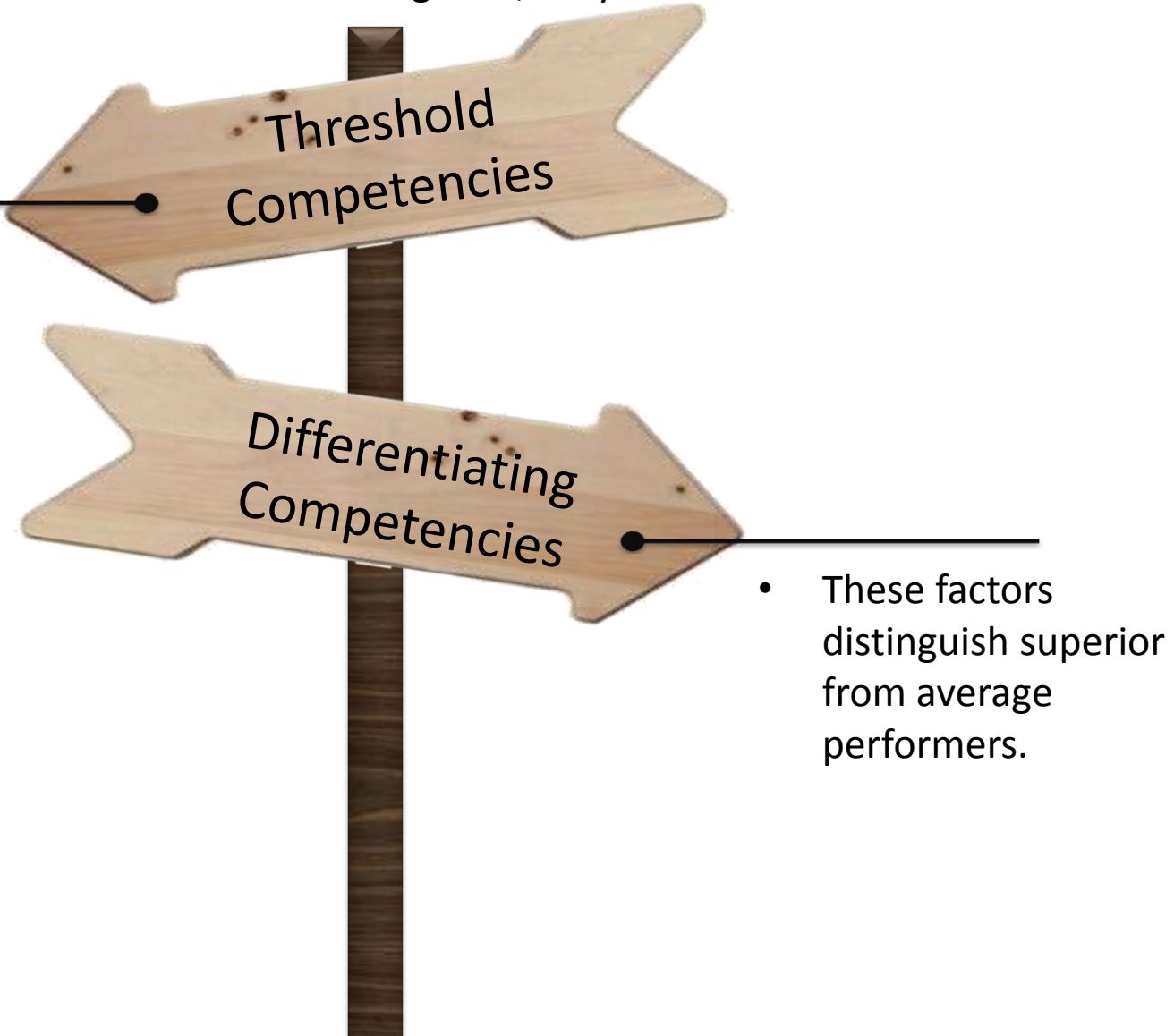
They are those which are considered essential for staff with managerial or supervisory responsibility in any service or program. Some examples of managerial competencies are: customer orientation, organizing skills, cross functional perspective, planning skills, execution skills, analytical skills, decision making, delegation, leadership

Functional/Technical Competencies:

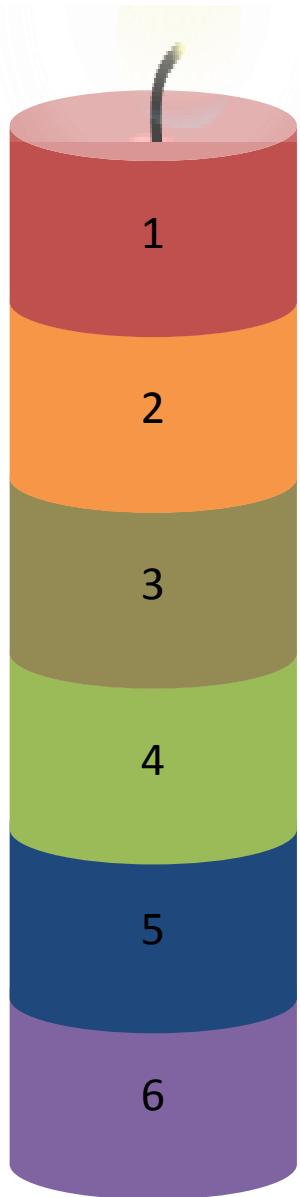
These are specific competencies which are considered essential to perform any job in the organization within a defined technical or functional area of work. Some examples of functional/technical competencies are: business awareness, business skills, technical skills.

Categories of Competencies

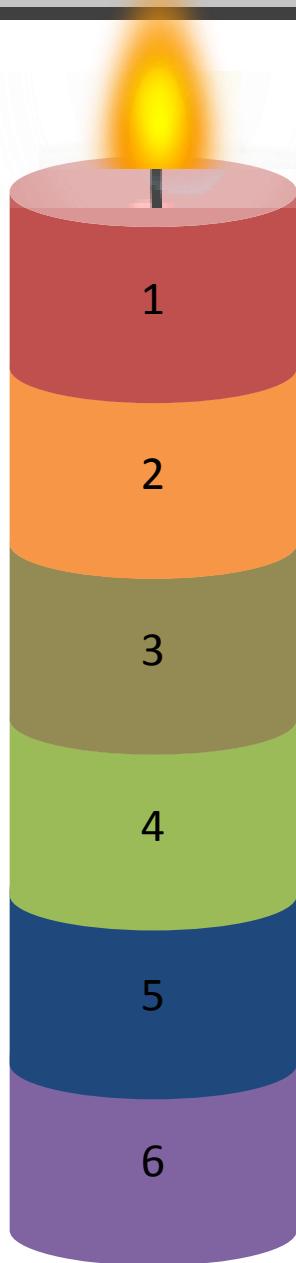
Competencies can be divided into two categories, they are:



What is a Threshold Competency?

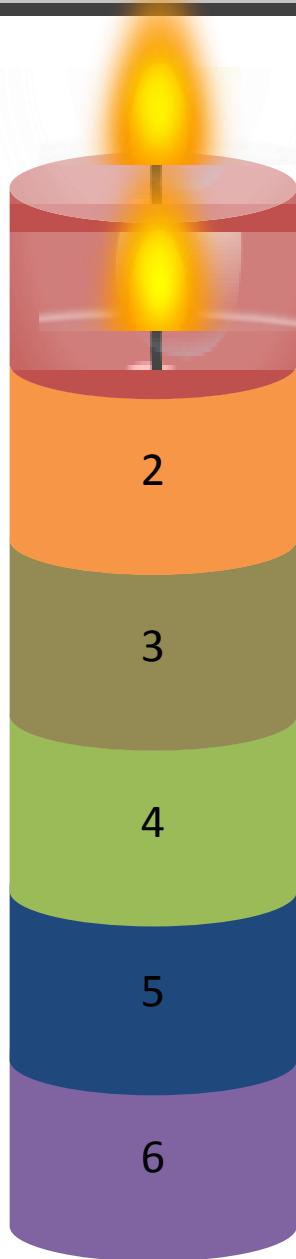


What is a Threshold Competency?



It is important to understand whether competencies are unique to a particular job or whether they are generic in nature.

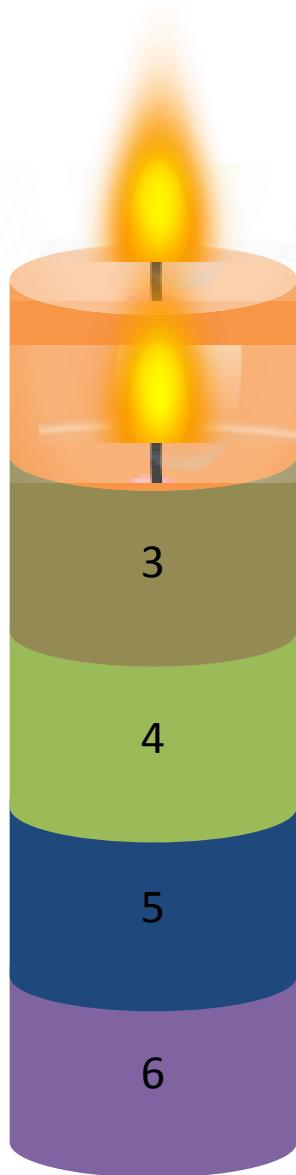
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According to the MCBer research, twelve characteristics were identified related to managerial effectiveness, whereas seven were found to be threshold competencies.

What is a Threshold Competency?

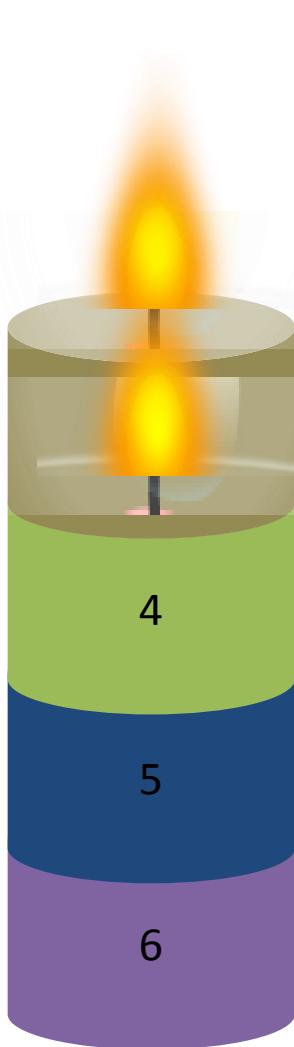


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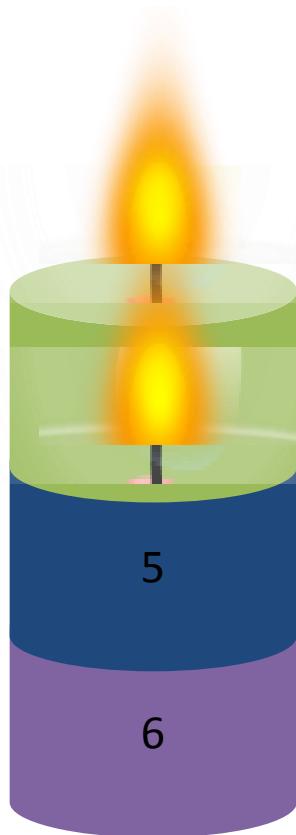
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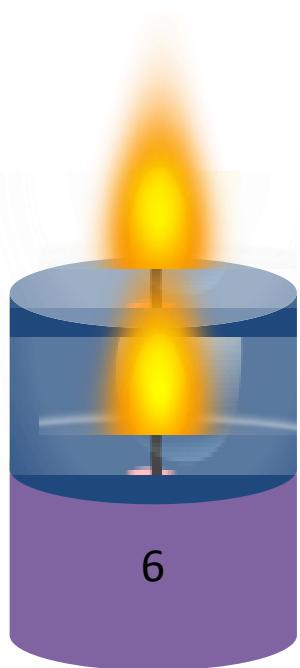
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Threshold competency is the bare minimum required to perform the job.

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It differs from competency, such that it does not offer any aid in distinguishing superior performance from average and poor performance.



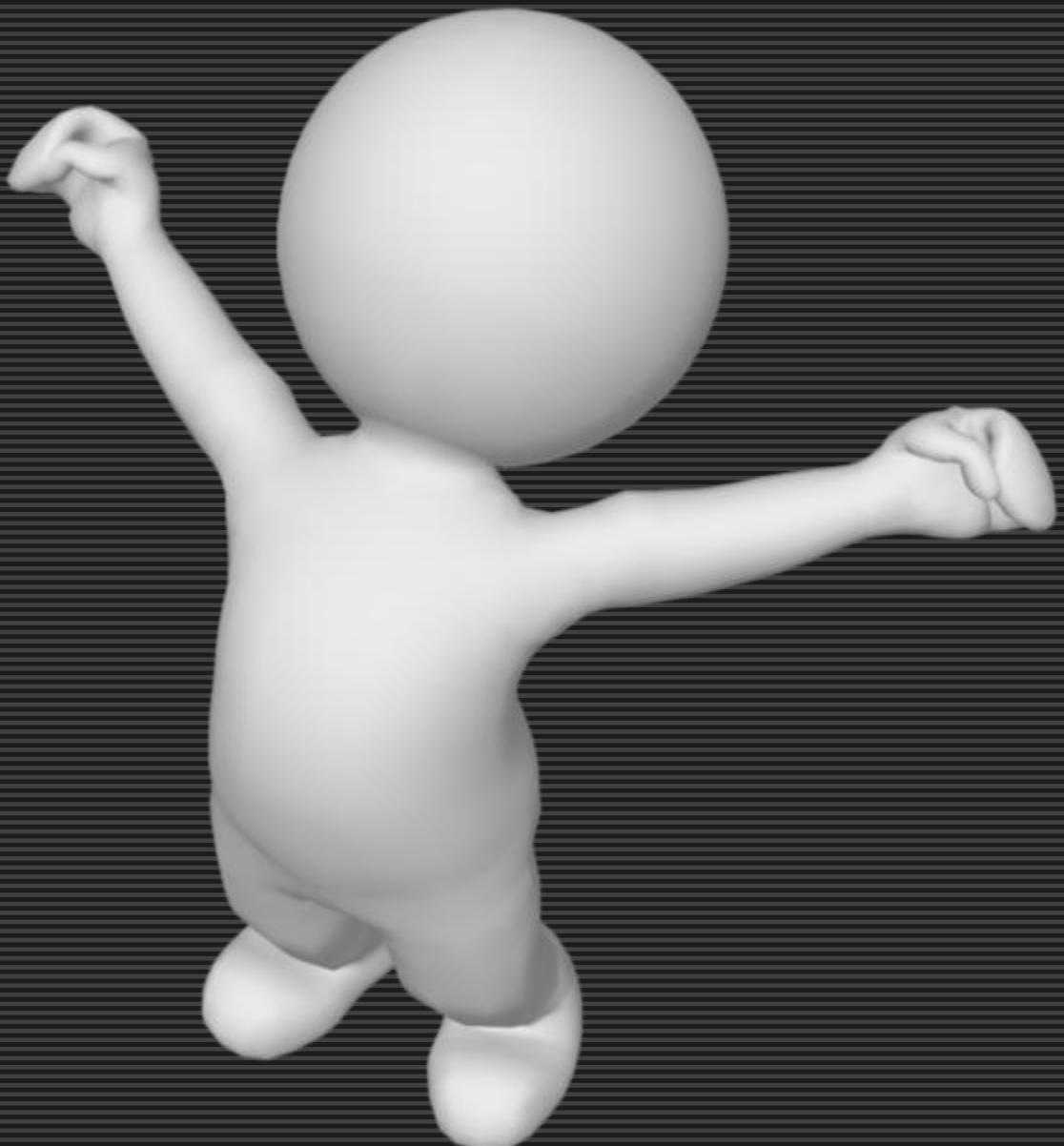
What are Core Competencies?



- ‘Core Competencies’ are the competencies that help transcend any single business event within the organization.
- It is important for organizations to identify, develop and manage organizational core competencies that drive large enterprise critical projects.
- This is so because some projects are so complex and massive that it is impossible for a single individual to possess the competencies required to successfully complete a project.

What are Workplace Competencies?

- 'Workplace Competencies' focus on individuals instead of the organization.
- Therefore, workplace competencies may vary by job positions.
- The unit of measure is people rather than the business.



Core vs. Workplace Competencies

	Core	Workplace
Scope	Organization	Individual
Purpose	Strategic	Tactical
Participant(s)	Business Unit	Worker
Tasks	Processes	Activities
Competencies	Global	Position



Who Identifies Competencies?

Competencies can be identified by one of more of the following category of people:

- Experts
- HR Specialists
- Job analysts
- Psychologists
- Industrial Engineers etc.
- In consultation with: Line Managers, Current & Past Role holders, Supervising Seniors, Reporting and Reviewing Officers, Internal Customers, Subordinates of the role holders



Myths about Competency



- -
 -
- Competence is a state of being that provides a qualification to perform.
- It is in relation to performance, a necessary but not sufficient condition.
- Competencies cannot guarantee that workers will perform adequately.

Myths about Competency

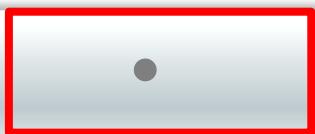


However, workers cannot perform to standards without competencies.

Extremely competent workers may fail on the job due to a variety of personal or environmental factors.

Whereas, some others that lack competencies can make up for a lot of shortcomings with exceptionally hard work.

Myths about Competency



Competence is necessary but it cannot guarantee results.

Hence, it is important that organizations' should not confuse competency measurement with performance measurement.

Competencies are about being qualified to do the work whereas performance is the result of the actual work.

Types of Competency Characteristics

There are five types of competency characteristics:

The ability to perform a certain physical or mental task.

Skill

A person's attitudes, values or self-image.

Self-concept

Things about which a person consistently thinks about or wants and that which causes action. Motives drive, direct or select behaviour towards certain actions or goals or away from others.

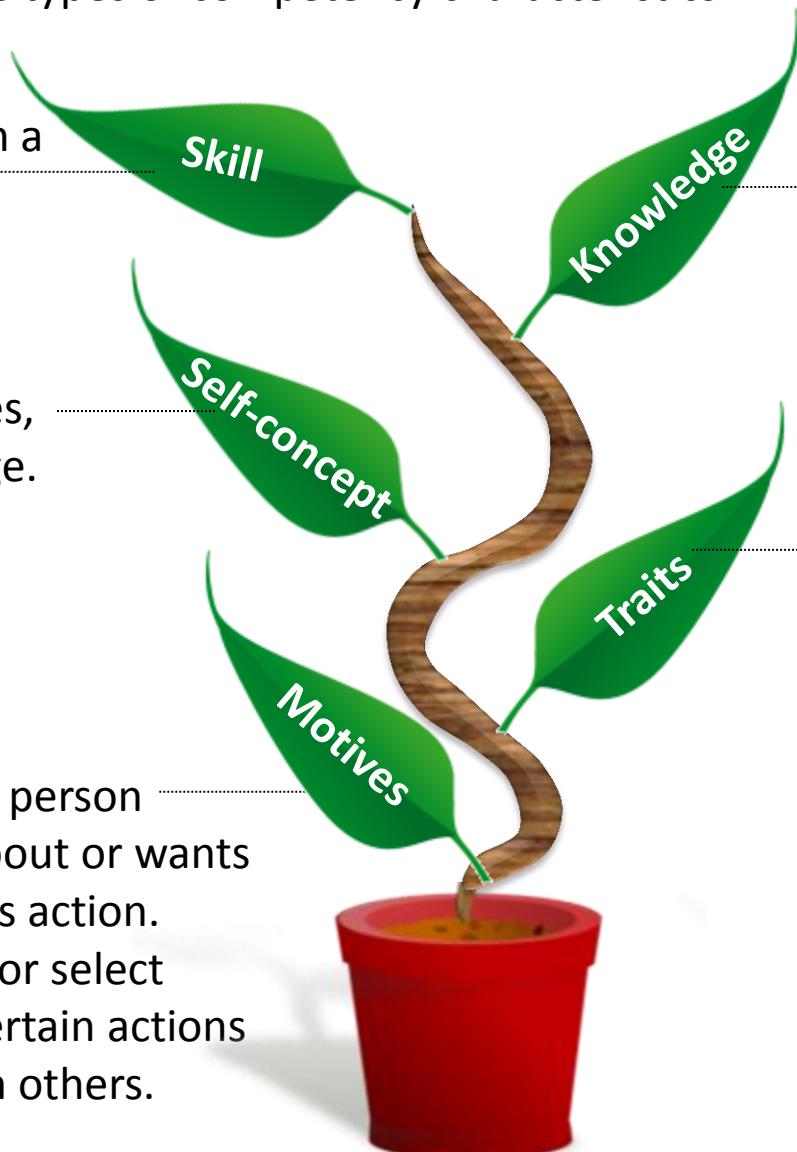
Motives

Information a person has in specific content areas.

Knowledge

Physical characteristics and consistent responses to situations or information.

Traits



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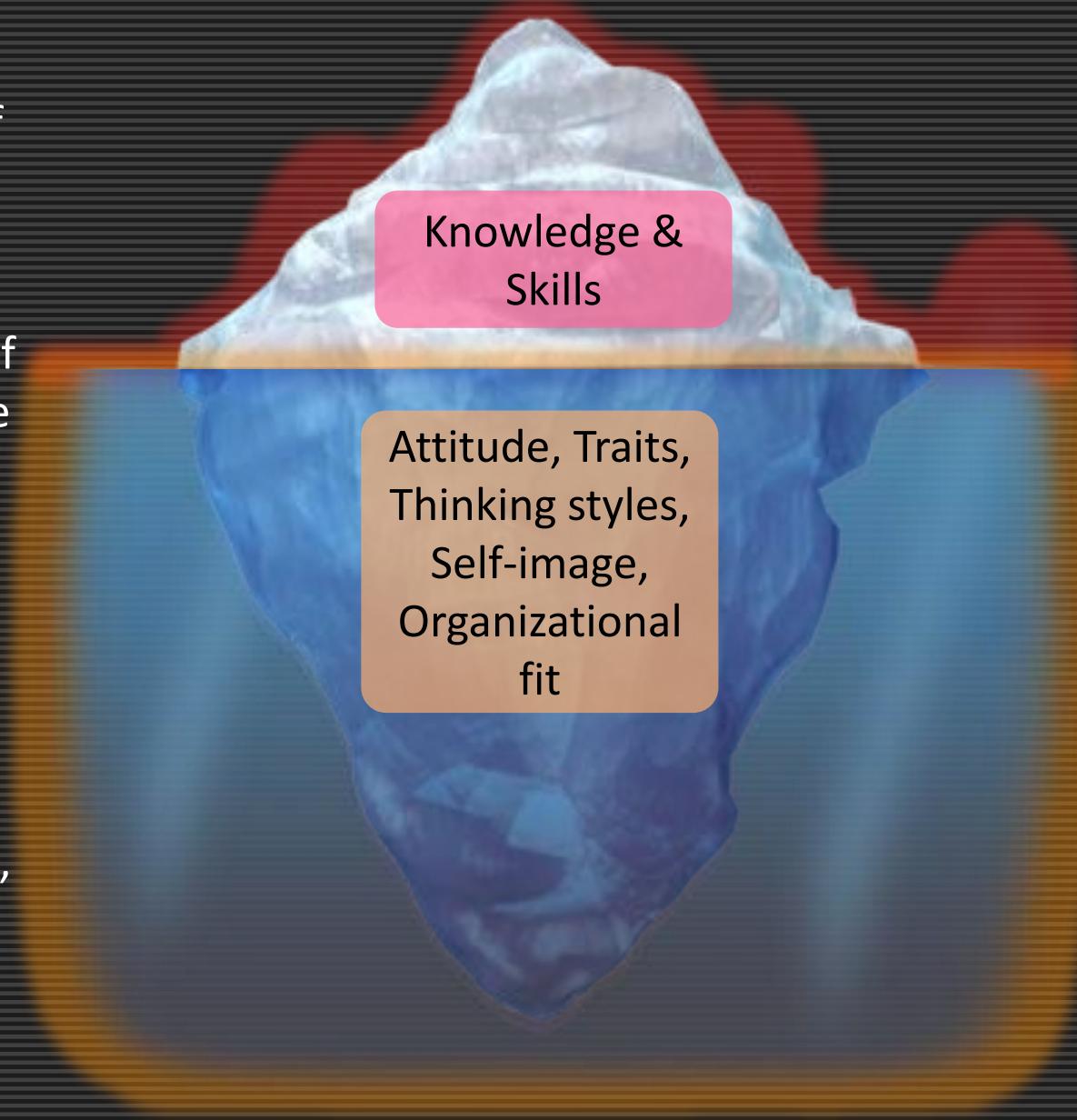
5 Explain the Benefits of Iceberg Model

Iceberg Model

The Iceberg Model for competencies takes the help of an iceberg to explain the concept of competency.

An iceberg has just one-ninth of its volume above water and the rest remains beneath the surface in the sea.

Similarly, a competency also has some components which are visible like knowledge and skills but other behavioural components like attitude, traits, thinking styles, self-image, organizational fit etc. are hidden or beneath the surface.



Competency Studies of L.M. Spencer and S.M. Spencer



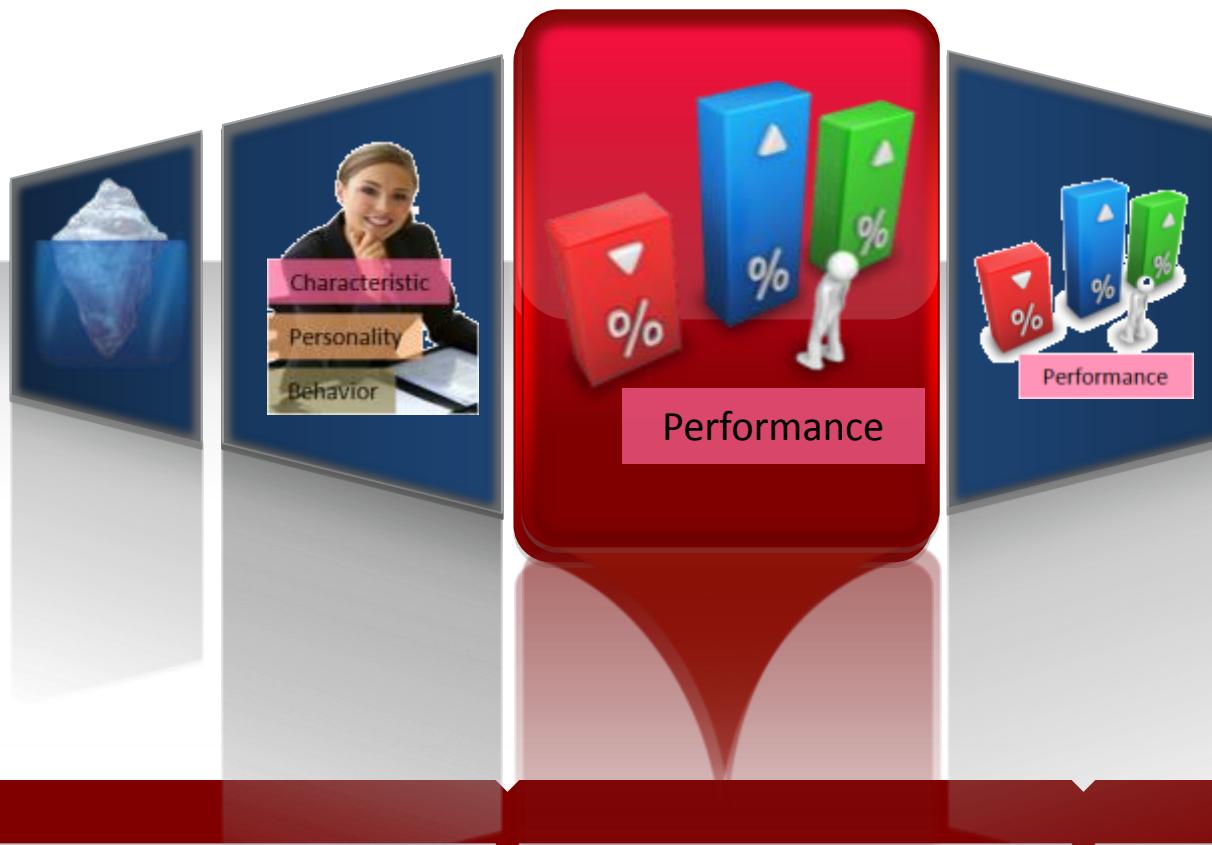
L.M Spencer and S.M. Spencer gave the definition and structure of the competence as five types of competence characteristics in the Iceberg Model.

Competency Studies of L.M. Spencer and S.M. Spencer



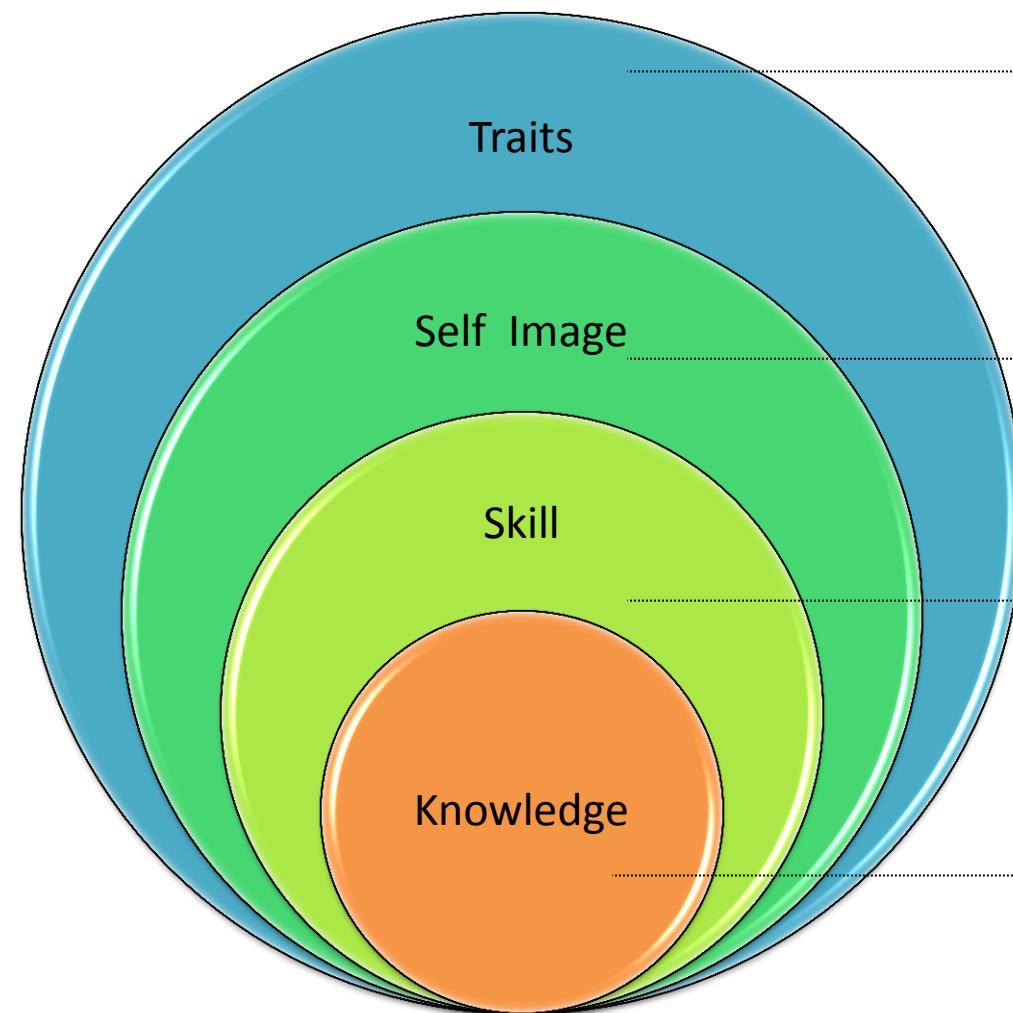
Hence, competence is an individual underlying characteristic and is a fairly deep and enduring part of a person personality and can predict behavior in a wide variety of situation and job tasks.

Competency Studies of L.M. Spencer and S.M. Spencer



Competence is causally related to effective and superior performance in a job or situation and actually predicts who does something well or poorly as measured on a specific criterion or standard.

Components of the Iceberg Model



Habitual / enduring characteristics
- e.g. flexibility, self - control, good listener, builds trust, engages & inspires, mindset

How people see/view themselves; identity; worth - e.g. an expert, a learner, leader, manager, agent, innovator

Ability to do something well; most easily trained on - e.g. technical skills to use knowledge

Content knowledge / information in field of work, - from education to experience

Importance of Iceberg Model

It is important to understand that there is a relation between the competencies which are above the surface and those which lie beneath in an iceberg.

The aspects of competencies which lie below the surface like attitude, traits, thinking styles etc. directly influence the usage of knowledge and skills to complete a job effectively.



Importance of Iceberg Model



Let us try to understand this through an example.



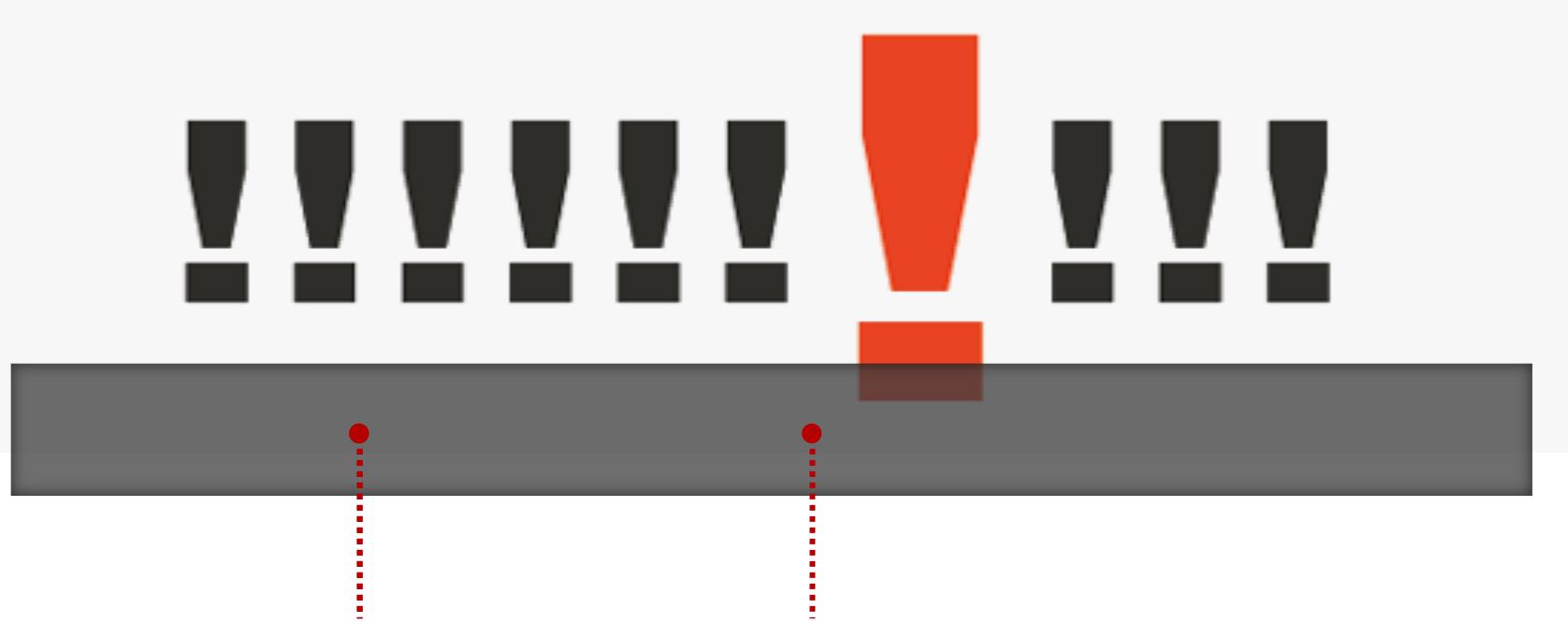
Consider that a highly qualified person with the perfect combination of skills and knowledge is chosen for an esteemed project.



However, if the person is not happy to work with his new team members, he may not be able to perform to the best of his abilities.



Importance of Iceberg Model



Developing the two levels of competencies also takes different routes.

The visible competencies like knowledge and skills can be easily developed through training and skill building exercises however the behavioural competencies are rather difficult to assess and develop.

It takes more time and effort intensive exercises, like psychotherapy, counselling, coaching and mentoring, developmental experiences etc.

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Benefits of Iceberg Model

-
- The diagram illustrates the Iceberg Model as two wooden arrows pointing to the right. The top arrow is labeled 'Micro Benefits' and the bottom arrow is labeled 'Macro Benefits'. A vertical dark brown bar connects the two arrows. A horizontal line with a dot at each end extends from the left side of the top arrow to the left, and another horizontal line with a dot at each end extends from the right side of the bottom arrow to the right.
- Identify and prioritize skills, knowledge and personal attributes required for the job
 - Use past and current behavior to predict future behavior
 - Ensure consistency and fairness of selection process
 - Minimize Hiring Risks
 - Communicate clear expected behaviors to job holders for becoming superior performers
 - Set core organizational capabilities
 - Align aggregate behaviors to vision, strategies, priorities & goals
 - Promote positive behavioral change
 - Introduce high performance qualities (Job, Family & Organization Specific)

What is Competency Mapping?

Competency mapping is the process of identification of the competencies required to perform successfully in a given job or role or a set of tasks at a given point of time. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making.



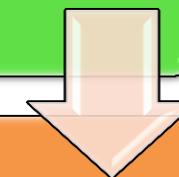
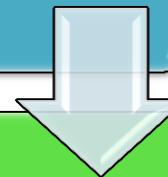
The process of competency mapping consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioural, conceptual knowledge, attitudes, skills, etc.) needed to perform the same successfully.

Steps to Develop Competency Model

Step 1:
Data Gathering & Preparation

Step 2:
Data Analysis

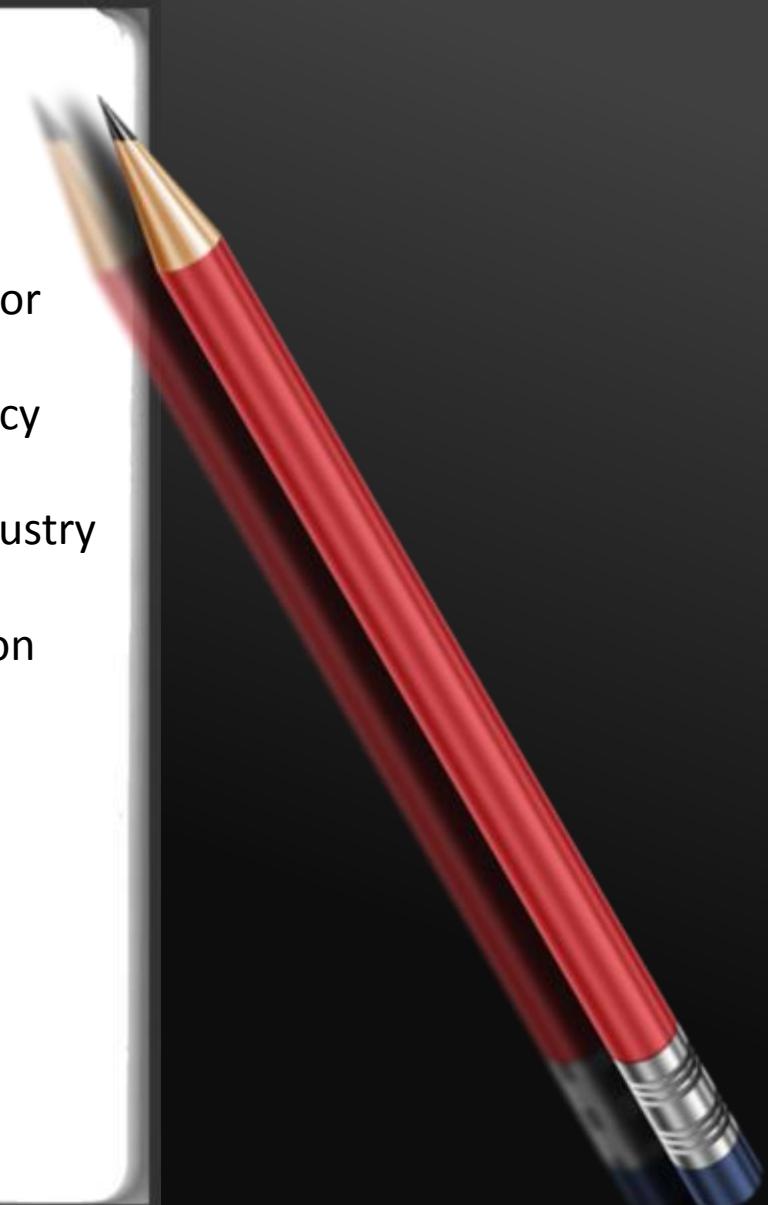
Step 3:
Validation



Competency Dictionary

Things to be considered for developing competency dictionary:

- Definition
 - Description of behaviour or skills or characteristics
 - Use reference of other competency dictionary
 - Benchmark with other typical industry
- Dimensions
 - Intensity or completeness of action
 - Size of impact
 - Complexity
 - Amount of effort
- Proficiency levels or scales
 - Exposed
 - Development
 - Proficient
 - Mastery
 - Expert



Competency Based-Behavioral Interviewing (CBBI)

However, the hiring process has also undergone a change therefore a lot of emphasis is being put on the hidden behavioral aspects as well to make a sound decision.

They believe that the behavioral aspects can be developed through proper guidance and good management.

Most of the organizations look at just the visible components of competencies: the knowledge and skills in the traditional method of hiring.

Hence, a complete picture regarding the competence of a person consists of both visible and hidden aspects and it becomes necessary to understand both to arrive at identifying the best man for a job.



Competency Based-Behavioral Interviewing (CBBI)



This is where Competency Based-Behavioral Interviewing (CBBI) comes into picture.

The questions in a CBBI are so structured so as to gather maximum information about the competency of the candidate and to make a right decision.

CBBI Structuring (Questions/ Probing)



The lead question for the first Competency is asked and then proceed to obtain an overview of the event.

The event's overview is the road map to structure how the candidate will provide the information.

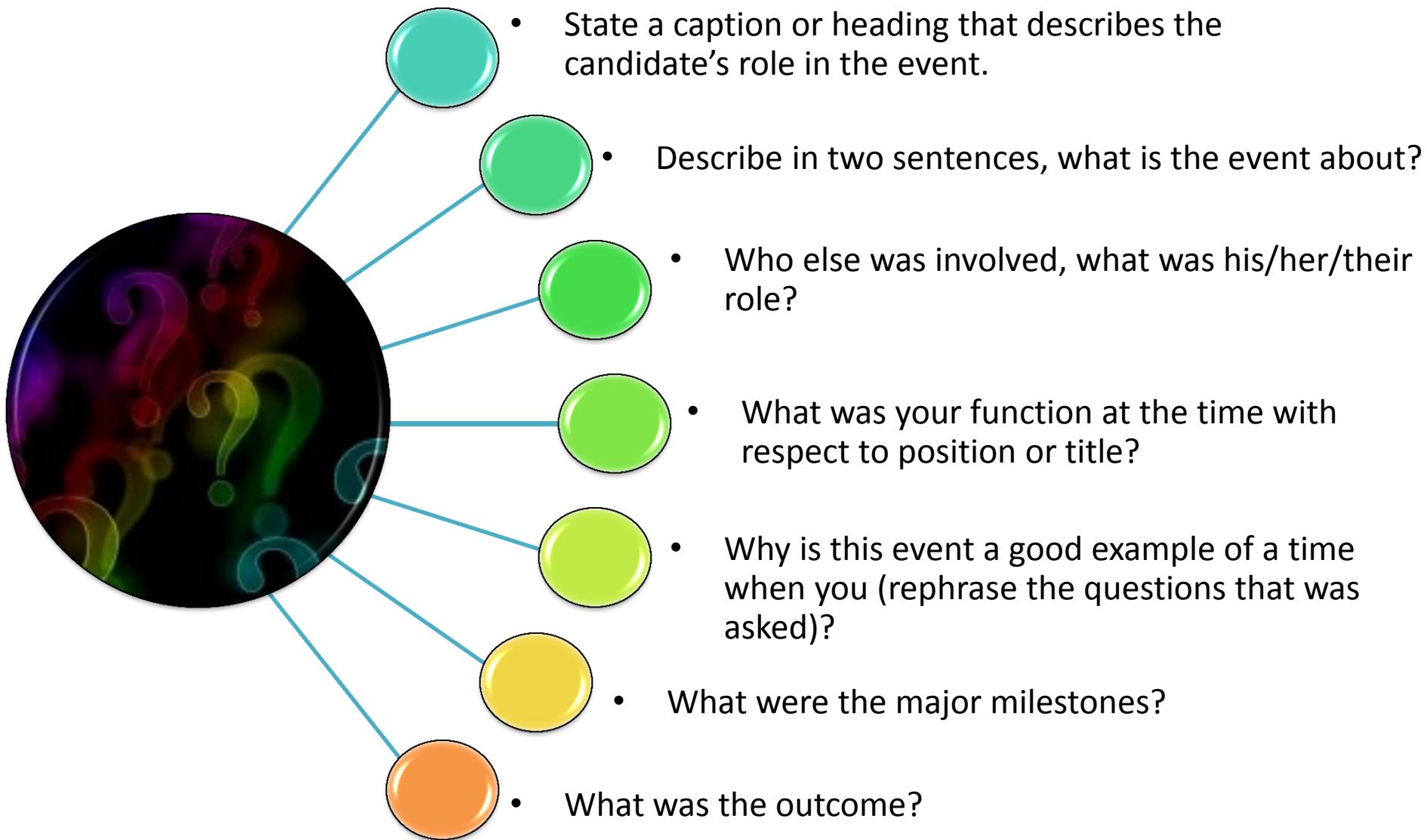
The event's overview provides high-level overview of:

1. Situation/Tasks,
2. Actions and
3. Results of the Candidate's involvement.

A few Standard/ Generic questions are designed to obtain the overview in the most effective manner.

Generic CBBI Questions

These Questions are applicable for all of the competencies:



Benefits of CBBI

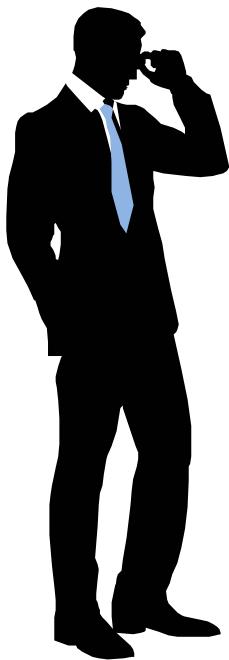
The following are the key benefits of Competency Based-Behavioural Interview (CBBI):

Key Benefits

- ▶ It is a systematic, non-discriminatory technique that helps interviewers get the right information from applicants and make right hiring decisions.
- ▶ It takes into consideration past behaviours of relevant role to best predict future behaviour on similar or higher role.
- ▶ It prevents biased and subjective hiring decisions.
- ▶ It limits the possibility of candidates “faking it” with vague generalization.



Case Study



Richard Hadley has just joined as the HR Head in an MNC. He finds that despite his new company having a talented and qualified workforce, the organization is not completing its projects efficiently and successfully.

1. What do you think could be the reasons for this?
2. What should Richard do to change the competency levels of the existing workforce?
3. What should Richard do to make sure that the new hires are competent enough to do their jobs?

Summary

In this module you learnt that:

Competencies refer to skills or knowledge that leads to superior performance. Competencies are individual abilities or characteristics that are key to effectiveness in work.

Competency mapping is the process of identification of the competencies required to perform successfully in a given job or role or a set of tasks at a given point of time.

The Iceberg Model for competencies takes the help of an iceberg to explain the concept of competency. A competency also has some components which are visible like knowledge and skills but other behavioural components like attitude, traits, thinking styles, self-image, organizational fit etc. are hidden or beneath the surface.

