



# Leveraging Competencies to Compete in FoW

# Understanding Competencies

Competencies are the repertoire of capabilities that help people perform in their work.

It can be divided into **2 categories.**

## Skillset:



Technical knowledge, know-how, and observable abilities that shape what you do and how you do your work. These can be hard skills or soft skills.

## Mindset:

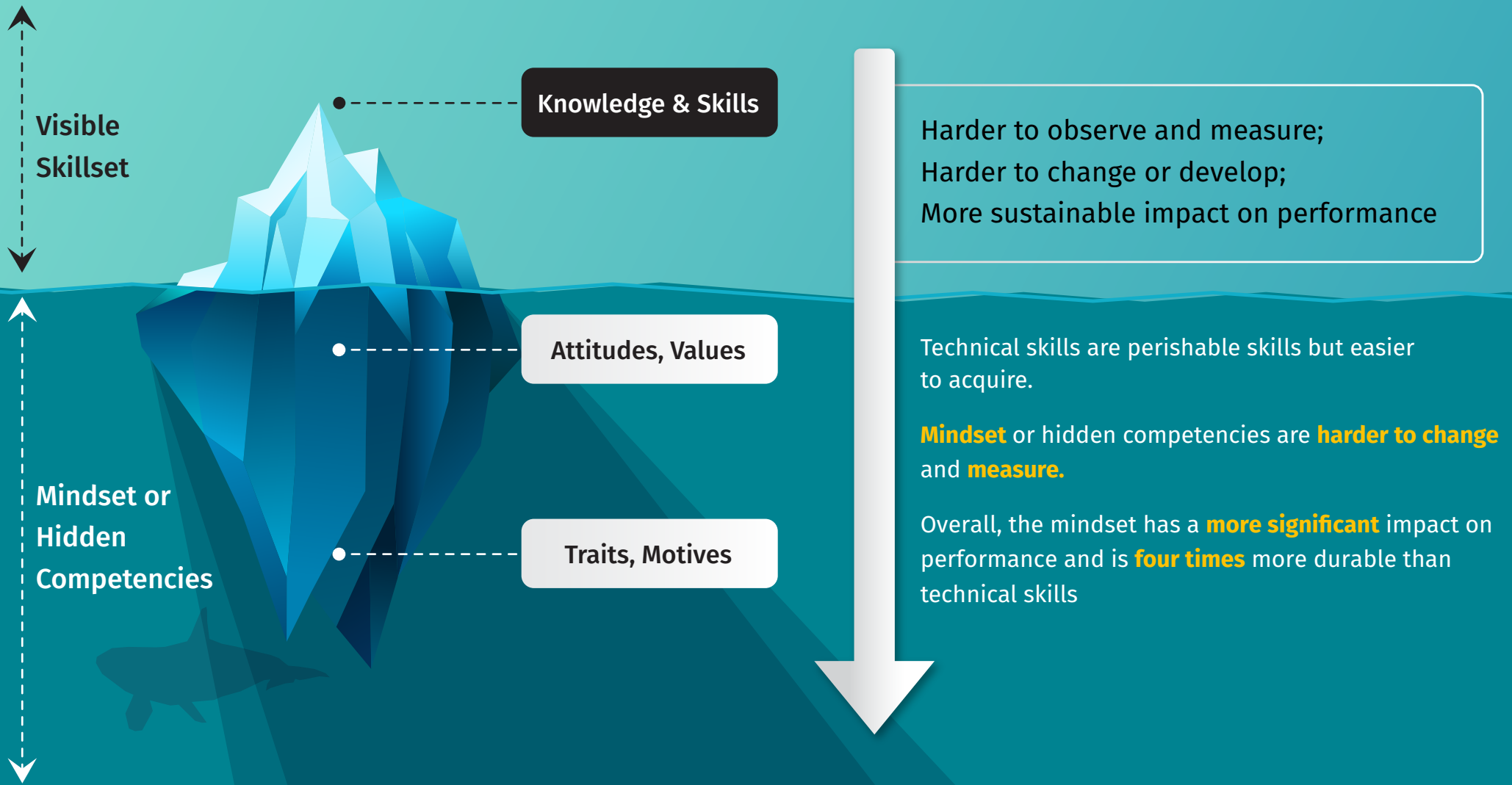


Underlying attitudes, values, or motivation that shape who you are and why you do certain things.

Competencies are a more reliable performance indicator than experience or academic background.



# The Competency Iceberg



# How Competencies Help in the Future of Work?

The concept of competency was introduced only 60 years ago. Today, it is the fulcrum of all

## Major applications



**Update skills needed in FoW by looking at competencies in demand in the industry.**

Demand for digital skills will increase by 50% in the next ten years, while social skills will increase by 25%.



**Assess Organization's Readiness to compete in FoW and meet employee aspirations.**

More than 50% of organizations don't know the skills they currently have in their system.



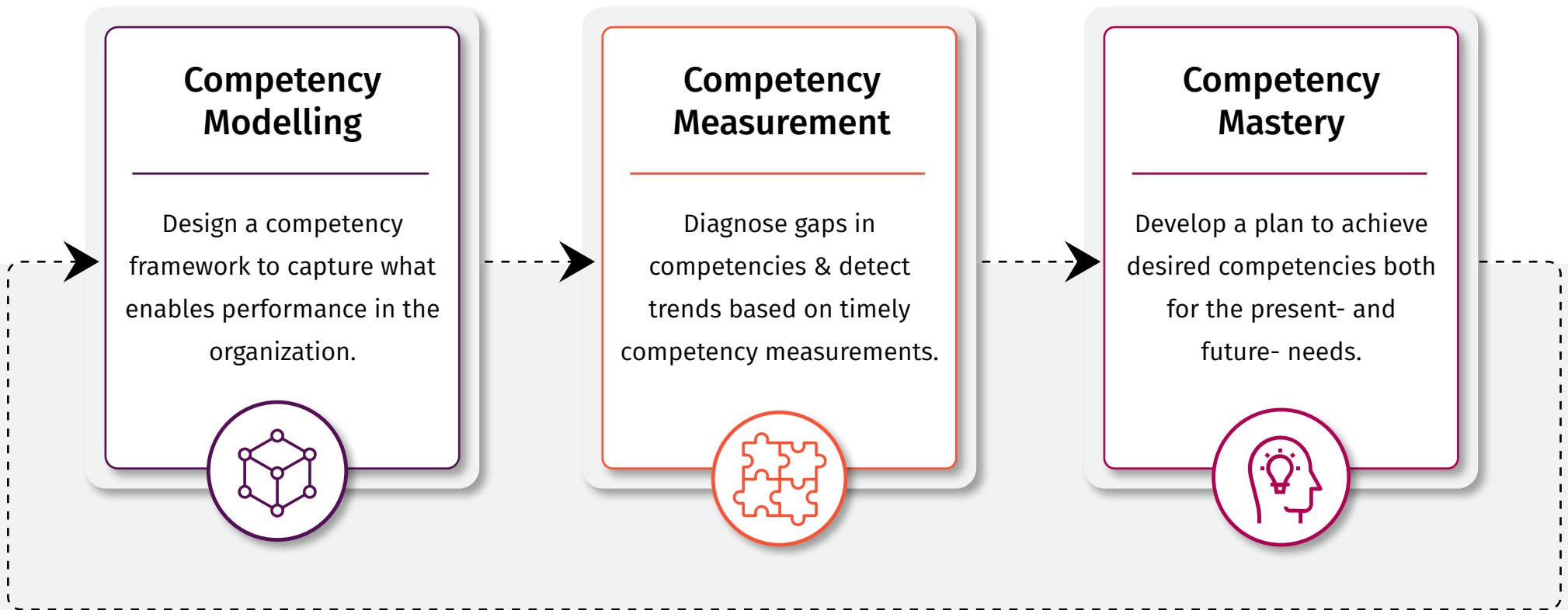
**Hire or retrain employees to meet the skill gap**

1 out of 4 adults report a mismatch between skills they have and the skills they need in their job



# Enparadigm's 3M

## Competency Approach





## Modeling



## Measurement



## Mastery

### The **PATH** to a good competency model



#### **P**rogressive

Competencies should not reflect how work used to be done but reflect how it's done now and expected to be.



#### **A**lignment

Competencies must align with the role requirements & reflect organizational strategy. They should lead to a tangible impact on the individual or team performance.



#### **T**angible

The competency model should indicate the behaviors that demonstrate the competency to satisfactory levels.



#### **H**allmarked

Competencies should reflect your organization's DNA. A high performer in one organization need not do well in another due to the unique context of each firm.





Modeling



Measurement



Mastery

## 2 lenses for measuring competencies

### Culture Fitment

Competencies align with an organization's cultural attributes with individual values.

Organizational culture



Individual's mindset - values & traits.

Team culture

Culture and mindset are typically stable for **7+ years**.

Measure once every few years

### Role Fitment

Competencies help you assess an individual's skill set for meeting the role requirements.

Role attributes



Individual's skill set

Role and skill attributes usually change every **2 years**

Measure regularly





Modeling



Measurement



Mastery

## Effective Measurement of Competencies



If the role is stable, asking the person to do a **sample of their expected work** helps you predict their performance best.



However, most roles are dynamic in future. Here, **Cognitive Aptitude**, or the ability to learn a new skill, is the most significant predictor.



The use of **multiple assessments** to test a competency improves its accuracy.



The tools used to measure competencies must be **reliable, valid, and fair** to give accurate results across diverse participants.





 Modeling

 Measurement



**Mastery**

## 4 Approaches to Develop Organizational Competencies

01

Hire from  
outside

Preferred by  
**70%** companies

02

Reskill  
workforce

Preferred by  
**60%** companies

03

Consult or  
Contract

Preferred by  
**50%** companies

04

Reassign  
roles

Preferred by  
**40%** companies





**Modeling**



**Measurement**



**Mastery**

### Illustration: A Simplified Modeling Approach

Competency A : Critical Thinking	
Level	Behavioural Indicators
Beginner	.....
Intermediate	.....
Advanced	.....

Competency B : Data Analysis	
Level	Behavioural Indicators
Beginner	.....
Intermediate	.....
Advanced	.....

Competency C : Negotiations	
Level	Behavioural Indicators
Beginner	.....
Intermediate	.....
Advanced	.....



Each role should require cultural attributes and role-specific attributes that enable performance. A starting point for this exercise is creating an organizational-level competency framework.





Modeling

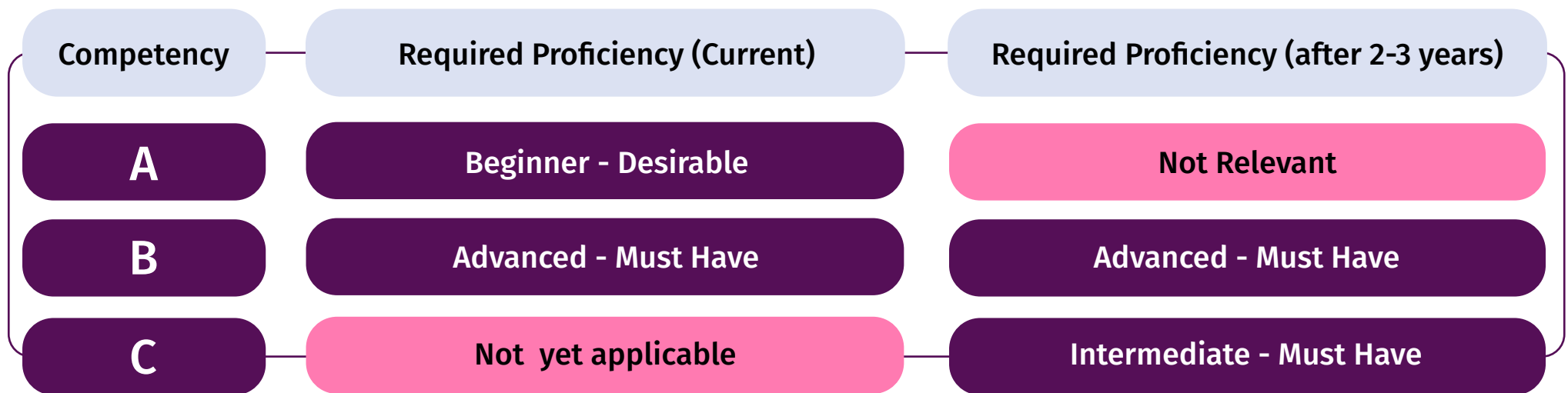


Measurement



Mastery

### Illustration: Measuring competency gaps



Each role should require cultural attributes and role-specific attributes that enable performance. A starting point for this exercise is creating an organizational-level competency framework.



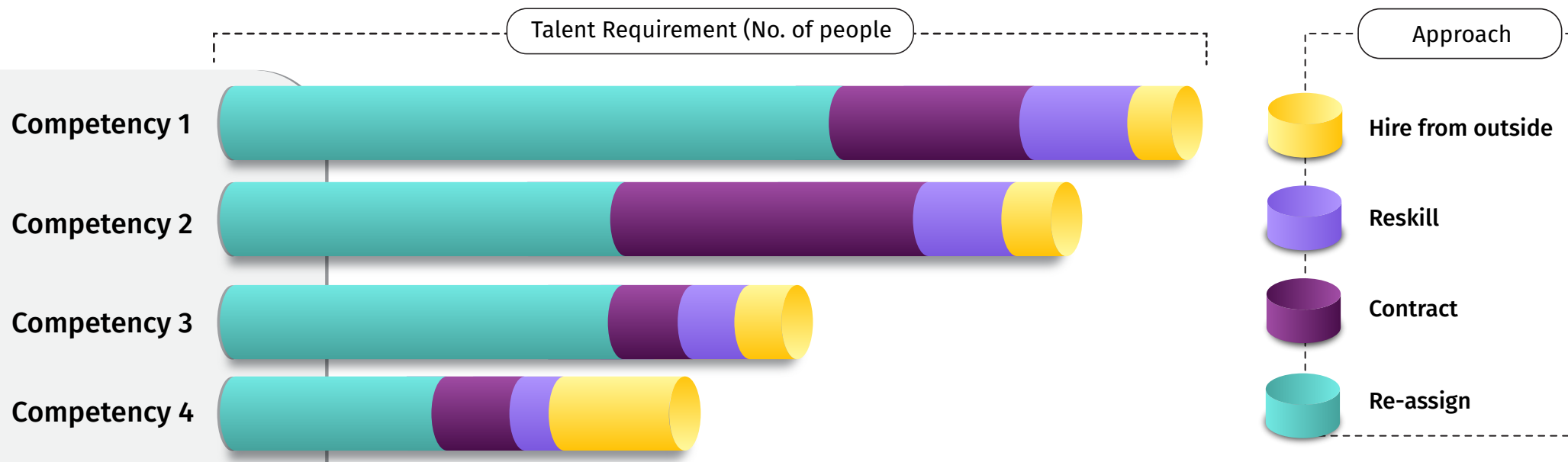
 Modeling

 Measurement



**Mastery**

## Adopt a Suitable Approach to Address Competency Gaps



Based on the assessment of cultural and role-specific competencies, devise a suitable strategy to meet the current gaps and gaps in the future.

# Among our 500+ clients, across 10 countries



# Enparadigm solutions - Client Stories



## Modeling Competencies for a Large Consumer Goods Firm

### The Client

The client is a 40+ year old firm with 2000+ employees & a revenue of over USD 300 million

### The Need

The client needed to create a competency framework for their sales team & develop their sales force on select critical competencies identified as development needs.

### The Solution

Enparadigm team studied the business strategy, organizational structure, culture, & industry trends to create the competency framework. The team then designed an experiential program on the target competencies.

### The Impact

250+ branch heads and product-in-charges, along with 750+ sales executives attended the cohortized programs.

**26% improvement**  
was shown by participants  
on the target competencies

**94% participants**  
said they would recommend  
the program to their peers



# Enparadigm solutions - Client Stories



## Helping a global outsourcing services firm **Measure Competencies**

### The Client

The client offers Business Process Management solutions to clients in 10+ countries and has around 50,000 employees.

### The Need

The client wanted to introduce managerial assessments to make informed talent management decisions.



### The Solution

Enparadigm team set up a **Virtual Assessment Center** to assess both business & people competencies. Each participant receives a report indicating their competency levels, strengths, development areas, & action plans for addressing them.

### The Impact

More than **250 managers** across all functions took assessments over the last 2 years.

**85%** participants rated the assessments as relevant to their roles.

The difficulty level formed a Bell-curve with only 10% finding it easy

**97%** participants found the navigation experience fairly easy & smooth

# Enparadigm solutions - Client Stories



## Enabling a large bank Master Competencies

### The Client

The client is among Europe's largest banks with 5 billion euros worth of revenue

### The Need

The client needed to design an ongoing journey to develop its middle and junior management on 8 competencies ranging from Executive Presence to Time Management

### The Solution

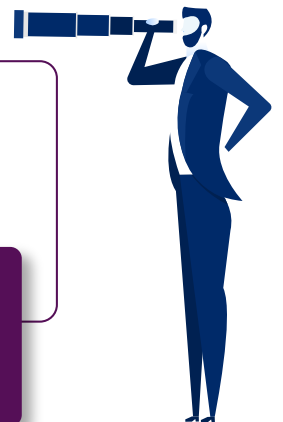
Enparadigm team designed a year-long cohortized journey and used facilitator-led workshops and behavioral simulations to develop the target competencies.

### The Impact

Over **1500 participants** attend the program each year, and around **100 workshops** have been conducted till date.

Average rating for Change Management Program so far has been 4.56 out of 5

Average rating for Executive Presence workshop so far has been 4.42 out of 5.





Find out more at  
[www.enparadigm.com](http://www.enparadigm.com)


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