

# COMPETENCY MAPPING FOR LEADERSHIP DEVELOPMENT

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A stylized silhouette of a mountain range in shades of brown and tan, positioned at the bottom of the slide. The background behind the mountains is a gradient from light blue to cyan.

# What are Leadership Qualities?

What is Leadership?

What are good Leadership Qualities?



# How it all began.....

- Beginning of the twentieth century - work brought complex skills to the job. Business process required specific competencies for the task at hand.
- World War II (mid century) enforced management centric views where officers gave orders to subordinates who obeyed without questions.



# How it all began.....

- 1960 – David McClelland’s landmark article in the American Psychologist asserted that companies should hire people based upon competencies rather than test scores.
- 1973 – McClelland developed new methods to predict human performance for US Information Agency. Objective was to eliminate the potential biases of traditional intelligence and aptitude testing.



# What is competency?

Any underlying characteristic required for performing a given task, activity or role successfully can be considered as competency.



# What is competency mapping?

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

It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge and attitude and skills, etc) needed to perform the same successfully.



# What is competency mapping?

- **Competency Map.** A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.
- **Competency Mapping.** Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role
- **Competency profiling** It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.



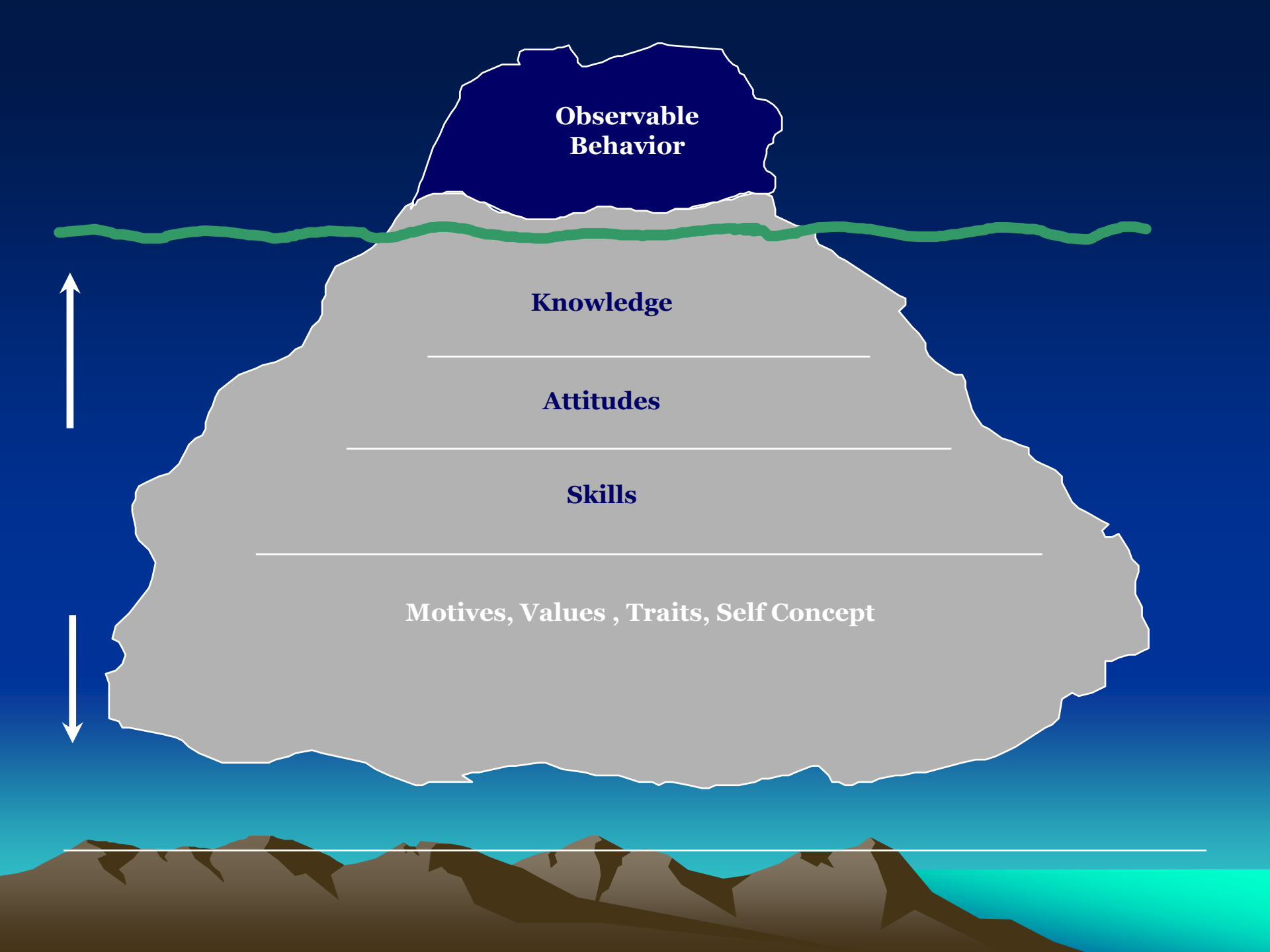
**Observable  
Behavior**

**Knowledge**

**Attitudes**

**Skills**

**Motives, Values , Traits, Self Concept**





# Competency mapping - Purposes

Competency mapping serves a number of purposes. It is done for the following functions:

- Gap Analysis
- Role Clarity
- Leadership Development
- Growth Plans - promotions
- Restructuring
- Inventory of competencies for future planning



# Leadership Competencies

## Competency No. 1

### Leading Change

- **Continual Learning ,Creativity and Innovation ,**
- **External Awareness ,Flexibility ,Resilience ,Service  
Motivation ,Strategic Thinking , Vision**



# Leadership Competencies

## Competency No. 2

### Leading People

- **Conflict Management, Leveraging Diversity, Integrity/Honesty, Building Team,**



# Leadership Competencies

## Competency No. 3

### **Result Driven**

- **Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Ability,**



# Leadership Competencies

## Competency No. 4

# Business Acumen

- Financial Management, Human resource Management,



# Leadership Competencies

## Competency No. 5

### Building Coalition

- **Influencing / Negotiating, Inter-personal skill, Oral Communication, Written Communication, Partnering, Political Savvy**



THANK YOU

