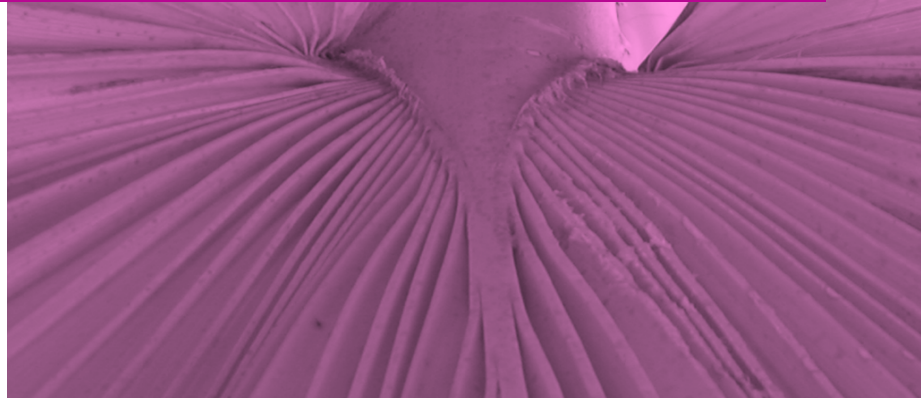


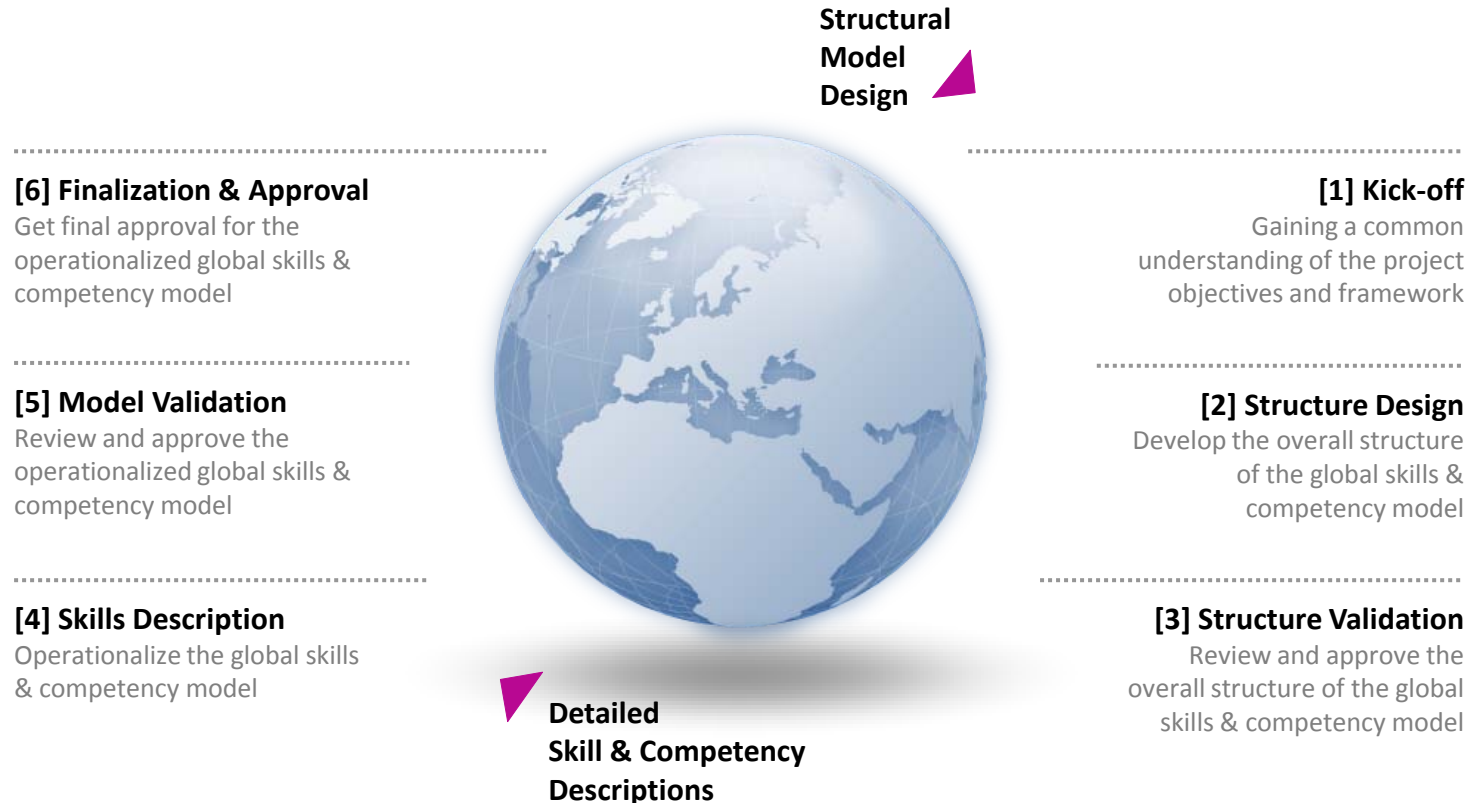
Global Skills & Competency Modeling

Designing a Skills & Competency Set to Foster Global Organizational Transformation



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Effective Approach to Global Skills & Competency Modeling



Strategic framework

- mission
- vision
- values

Organizational framework

- global reach
- cultural diversity
- diversity of jobs

Expected/perceived practical benefits for business

- skills vs. competencies
- business-driven vs. HR-driven

Existing/currently planned HR and leadership tools

- job grading
- career architecture
- leadership competency framework
- HRIS (HR-IT Solutions)

Target areas of application

- job profiling
- workforce analytics and planning
- recruiting and staffing
- performance appraisals and rewards
- dialogue/feedback processes
- career modeling and talent development
- succession management
- mobility management
- diversity management

Impact on Model Design

Model complexity depends on application areas and expected business benefits



Kick-off

**Structure
Design**

**Structure
Validation**

**Competency
Description**

**Model
Validation**

**Finalization &
Approval**

Project Tasks

- » Gathering of relevant information
- » In-deph briefing on project framework, organization and culture
- » Analysis of leadership tools, job grading, talent and performance management processes
- » Review/specification of project objectives, schedule and interfaces

Results/Deliverables

- » Common understanding on organization and culture
- » Common understanding of related tools, processes and projects
- » Reviewed project objectives and schedule
- » Clarity of roles, interfaces and accountabilities

Approach/Participants

- » Briefing session with project manager and Global Head of HR
- » Analysis of relevant documents (B&P)
- » Summary of key findings and definitions (B&P)

Step 1

Gain a common understanding of the project objectives and framework

Kick-off

**Structure
Design**

Structure
Validation

Competency
Description

Model
Validation

Finalization &
Approval

Project Tasks

- » Develop the overall structure of the global skills & competency model
- » Define the required degree of differentiation by job families, roles or staff levels
- » Define the degree of compatibility with the leadership framework, job grading method, ...
- » Define selected skills & competency areas
- » Define suitable rating scale(s) for skills & competency assessments

Approach/Participants

- » Evaluation of leading practices (B&P)
- » Model design workshop (B&P)
- » Review workshop with project manager

Results/Deliverables

- » Defined overall structure of the global skills & competency model
 - skills & competency areas
 - differentiation needs regarding job families, roles, job grades, ...
- » Defined application areas and rating scales for appraisals

Step 2

Develop the structure of the global skills & competency model

Kick-off

Structure
Design

Structure
Validation

Competency
Description

Model
Validation

Finalization &
Approval

Project Tasks

- » Review the proposed model design within the global HR community
- » Review the proposed model design with selected top executives and managers

Approach/Participants

- » Review meeting / conference call with the global HR team
- » Gathering feedback from executives and managers in personal interviews, via telephone calls and/or emails

Results/Deliverables

- » HR approved global skills & competency model design as basis for operationalization
- » Business approved global skills & competency model design as basis for operationalization
- » Gathering change requests

Step 3

Review and approve the structure of the global skills & competency model

Kick-off

Structure
Design

Structure
Validation

Competency
Description

Model
Validation

Finalization &
Approval

Project Tasks

- » Specify/describe approved and customized levels of global skill & competency requirements, e. g.
 - project management
 - foreign language skills
 - intercultural skills

Approach/Participants

- » Evaluation of leading practices (B&P)
- » Skills specification workshop (B&P)
- » Review workshop with project manager

Results/Deliverables

- » Operationalized global skills & competency model with specified proficiency levels

Step 4

Operationalize the global skills & competency model

Kick-off

Structure
Design

Structure
Validation

Competency
Description

**Model
Validation**

Finalization &
Approval

Project Tasks

- » Review the operationalized model within the global HR community
 - contents/critical incidents
 - observability
 - phrasing/wording
- » Review the operationalized model with selected top executives, managers and employees

Approach/Participants

- » Review meeting / conference call with the global HR team
- » Gathering feedback from executives, managers and employees in personal interviews, via telephone calls, emails or focus group workshops

Results/Deliverables

- » HR approved descriptions of global skills & competency requirements
- » Business approved descriptions of global skills & competency requirements
- » Gathering change requests

Step 5

Review and approve the operationalized global skills & competency model

Kick-off

Structure
Design

Structure
Validation

Competency
Description

Model
Validation

**Finalization
& Approval**

Project Tasks

- » Analyze the feedback and change requests from global HR team (and additional sources)
- » Modify content, phrasing and wording
- » Document the operationalized global skills & competency model
- » Get approval from global HR team and global executive team

Approach/Participants

- » Skills & competencies rephrasing workshop (B&P)
- » Final documentation
- » Present final version in global HR team and global executive team

Results/Deliverables

- » Documentation of the finally approved global skills & competency model

Step 6

Get final approval for the operationalized global skills & competency model



Nicole Fabig-Grychtol
Associate Partner

Consulting focus:

- Corporate Governance & Control Systems
- Leadership & Appraisal Processes & Tools
- Job Profiling & Job Grading
- Skills & Competency Modeling



Ralf Hendrik Kleb
Managing Partner

Consulting focus:

- HR Strategy & Implementation
- Integrated Talent & Performance Management
- Career Architecture Design
- Job Profiling & Job Grading
- Skills & Competency Modeling

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