COMPETENCY MODEL - A HRD TOOL

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ABSTRACT

In dynamic environment, strategic management is the option, and it may influence the environment. The strategic human resource management is linked to grand strategy of the organization in a dynamic environment. The present model is based on strategic linkages. The strategy which influences the environment is ideal and known as Reconstruction Approach by the Blue Ocean Strategic Group of INSEAD. The human resource environment is affected by the micro-macro factors of economic environment. In the present recession-recovery phase of economic environment, competency linked goal setting model as HRD tool is discussed in the paper. Competencies are for individual performance and performance areas for organizations. Again, these are linked with goals. Competencies based goals are strategic and Organizational goals may be influenced with competencies towards performance areas. The learning organization learns on interaction and experience.

The SWOT analysis helps one know his Strengths, Weaknesses, Opportunities and Threats. Further, SWOT analysis outcome determines the action plan; next stage is implementation and feedback. Through self introspection, the individual evaluates his self based on feedback and redefine his goals. The model is cyclic and continuous.

Key Words: Competencies, SWOT, Goal Setting, learning organization, Performance.
HR IN DYNAMIC ENVIRONMENT

The human resource management is a strategic contributor to the overall grand strategy of the organization and is influenced by the micro-macro factors of business environment. The business environment may be stable, unstable or turbulent. Redefining HRM contours in such dynamic environment is a necessity. The Blue Ocean group of INSEAD defines strategy as development and alignment of proportions for the industrial and business environment in order to achieve competitive advantage. The Structurist approach is based on the exogenous growth principle that structure is to conduct performance based on industrial organization economics. The Reconstructionist approach is based on endogenous growth principle that ideas, actions of individual players determine the economic and industrial environment. And hence the latter influences the environment and the former is influenced by the environment. Porter (1988), Prahalad and Hamel (2005) contributed literature to explain the strategic linkage between environment and business.

The recession-recovery phase economics has created variable business environment, effect on profitability and viability of the organizations in India. The organizational dynamics needs to readjust in accordance with the environment. The management of change from recession to recovery is a challenge and it needs to redefine the Strategy, Boundary Management, Organizational Dynamics and Social Management.

The organizational dynamics are internal but the strategies are drawn from HRM through Human Resources Planning. In that context, Competencies based Goal Setting – SWOT – Evaluation as an approach and HRD Tool is evaluated in this paper.

LEARNING ORGANIZATION AND HRD:

The HRD is a sub-area of the dynamic HR Learning environment. Education means imparting knowledge to an individual in a formal or informal setting and it is for life, career and continuous. Training imparts new skills to overcome the skill deficiency. Learning happens on interaction and it is an experience. Further, Ivan Pavlov, B. Skinner (1953) and Mark Knowles (1984) explained the process by which patterns of behavior may be acquired. Many theories were propounded to explain the learning process. Kolb’s (1976) cyclic learning model stages are i) Concrete experience ii) Reflective observation iii) Abstract conceptualizing and iv) Active experimentation. Carlson has applied the same to the organizational learning. Fiol, C.M and M.A Lyles (1985) defined organizational learning as the process of improving the actions through better knowledge and understanding. Further, Garrat (1990) called learning organization as internal reframing of process and managerial practices that put the ideas into action. Thus, a learning organization reconstructs according to experience. The continuous learning process is a tool with a combo of training, education and learning.

GOAL ATTAINMENT:

Goal is the ultimate thing to be achieved. And the objectives are the pre-determined ends or goal to be aimed in an organization. Further, motives direct behavior and the goals are the benchmark standards. The individual goals may be standardized as benchmarks and linked with competencies and key performance areas of the organization.
STRATEGIC LINKAGE WITH HR GOALS:

HR excellence, level -5 competencies and motivated workforce are the ultimate HR goals. The individual goal setting is linked to competencies and organizations’ key performance areas. These are integrated with HR goals and ultimately linked to the grand strategy of organization. The employees are immediately benefited by the linkage and it improves sense of belongingness, purpose and self development.

COMPETENCY AND GOAL SETTING-SWOT ANALYSIS-EVALUATION TECHNIQUE:

The Technique is a step by step process to integrate the individual and organization goals for performance through continuous self-assessment.

GOAL SETTING: Locke Theory of Goal Setting is based on motivation. Stefan Covey’s goal setting follows 1) Dream it 2) Tell it and 3) Set it and the former President of India Dr. APJ. Abdul Kalam says, “Dream a goal, it ignites your mind”. Goals are of different types a) Social goal b) Professional goal c) Academic goal d) Religious goal and e) Financial Goal. These goals may be divided into main goals and subordinate goals.

Competencies are skills and abilities described in behavioral terms that are coachable, observable, measurable and critical to successful individual. The competencies are matched with individual goals. The organization is for performance and identification of key performance areas is critical to the process. The achievement of key performance areas is the goal of organization. Mc Cleland has concluded that the performance may be linked to competencies. Competencies are the behavior and thinking over the period of time and these may be linked to organization and individual goals.

Figure: Competence Based Goal Setting Model
INTEGRATION: The organizational goals shall be symbiotic with individual goals. Competencies for key performance areas are to be integrated with individual competencies through training, coaching and mentoring.

SWOT ANALYSIS: SWOT analysis is an evaluation technique. Where
S – Means strengths: strengths are advantages possessed internally by the person viz., competencies, skills, and positive attributes of traits.
W – Means weaknesses: weaknesses are the disadvantages possessed internally by the person viz., lack of communication skills, introversion, negative attributes and traits.
O - Means opportunities: opportunities mean the advantages available externally to the person viz., job availability, career progression, positive HR practices.
T – Means threats – threats are the disadvantages external to the person viz., lack of job security, unstable organizational policies.
The process shall make an inventory of his strengths, opportunities, weaknesses and threats.

ACTION PLAN: In this stage, action plan is prepared to achieve set goals. The action plan includes methods to sustain the strengths, utilize the opportunities, overcome the weaknesses and manipulate or mitigate the threats.

IMPLEMENTATION: Implementation means putting the plan into action.

FEEDBACK: Feedback is a mechanism to know the perception and results about the working of the system in practice.

SELF-INTROSPECTION: The individual evaluates through introspection the discrepancies in competencies on achieving key performance area targets of the organization. The self-introspection stage involves evaluating the outcomes based on feedbacks, identifying the deviations and correcting.

RE-DEFINING: In re-defining stage, necessary amendments are made through SWOT and in action plan in compatibility with organization’s key performance areas.

CONCLUSION: The new approach may be used for enhancing the competencies and performance. The individual goals and organizational goals are integrated using competencies for key performance areas. The competencies are integrated with organizational goals to achieve better results in dynamic environment. The approach uses SWOT analysis intensively; self-introspection stage is an additional stage. The new technique may be implemented for executives/managerial personnel as HRD tool.

REFERENCES:
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