

ENFORCE COMPETENCIES IN STRATEGIC EXECUTION (ENGAGING HUMAN WORKFOCE IN SUCCESS)



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

الرحمن الرحيم



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor



"Dreams without goals are just dreams. And ultimately, they fuel disappointment. On the road, to achieving your dreams, you must apply discipline but more importantly, consistency because without commitment you'll never start, but without consistency, you'll never finish."

- D.W. Jul 26, 2022



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

THINKING LEADERSHIP PERFORMANCE



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

THE ELEPHANT & THE 6 BLIND MEN

A WALL

A COLUMN

A SNAKE

A FAN

A SPEAR

A ROBE



WHOLISM IS THE WRIGHT & NATURAL WAY OF THINKING



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

Creative PROBLEM SOLVING

Convergent Thinking



for

Decision Making

WHY THINKING ?!

- EVERYTHING START WITH THINKING
- HOW WE **THINK** IS HOW **WE ARE**



Divergent Thinking



Strategist
Strategist



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

THE STRATEGIC
puzzle.



STRATEGIC MANAGMENT



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

THE 10 ATTRIBUTES OF STRATEGIC MANAGEMENT

ASSOCIATION OF STRATEGIC PLANNING BOK

- Attribute 1 – Uses a **Systems Approach** that starts with the end in mind.
- Attribute 2 – Incorporate **Change Management and Leadership Development** to effectively **transform** an organization to high performance.
- Attribute 3 – Provide Actionable **Performance Information** to better inform decision making.
- Attribute 4 – Incorporate Assessment-Based Inputs of the **external and internal environment**, and an understanding of customers and stakeholder needs and expectations.
- Attribute 5 – Include **Strategic Initiatives** to focus attention on the most important performance improvement projects.
- Attribute 6 – Offer a **Supporting Toolkit**, including terminology, concepts, steps, tools, and techniques that are flexible and scalable.
- Attribute 7 – **Align Strategy and Culture**, with a focus on results and the drivers of results.
- Attribute 8 – Integrate Existing Organization Systems and **Align the Organization Around Strategy**.
- Attribute 9 – **Be Simple to Administer**, Clear to Understand and Direct, and Deliver Practical Benefits Over the Long-Term.
- Attribute 10 – Incorporate Learning and Feedback, to Promote **Continuous Long-term**



Dr. Husam A. Aishareef
Master Coach, Strategist and Mentor

“Business strategies often fail. This is well-known by now: According to studies , some 60–90% of strategic plans never fully launch.” -HBR STUDY

DO YOU AGREE?



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor



Launch a web poll to ask:

- 1- I agree fully
- 2- I think this is totally wrong
3. I accept but I can't say a definite percentage
4. I am sure, but I don't know what to do!

- ① Discipline in Thinking
- ② Discipline of Planning
- ③ Discipline of Actions
- ④ Discipline of Leadership

IT'S TIME OF DISCIPLINE



REMEMBER THE WHOLISM



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

WHY DO WE NEED STRATEGIC PLANNING OR A STRATEGY ?

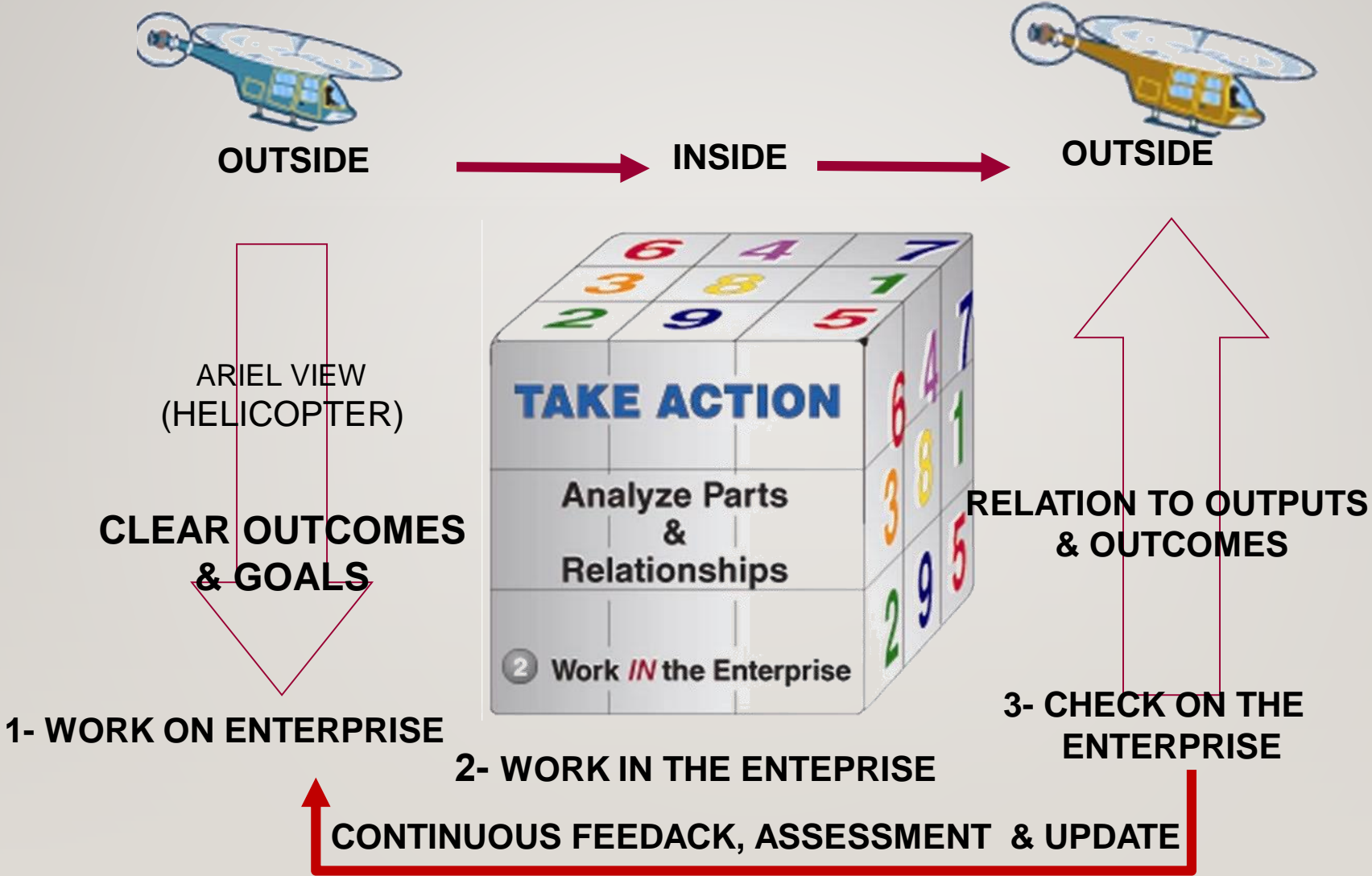
OPEN POLL FOR 60 SECONDS PLEASE

① Discipline in Thinking



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

WHOLISM IN THINKING



Dr. Husam A. Alshareef
 Master Coach, Strategist and Mentor

SYSTEMS APPROACH

SYSTEMIC
VS.
SYSTEMATIC

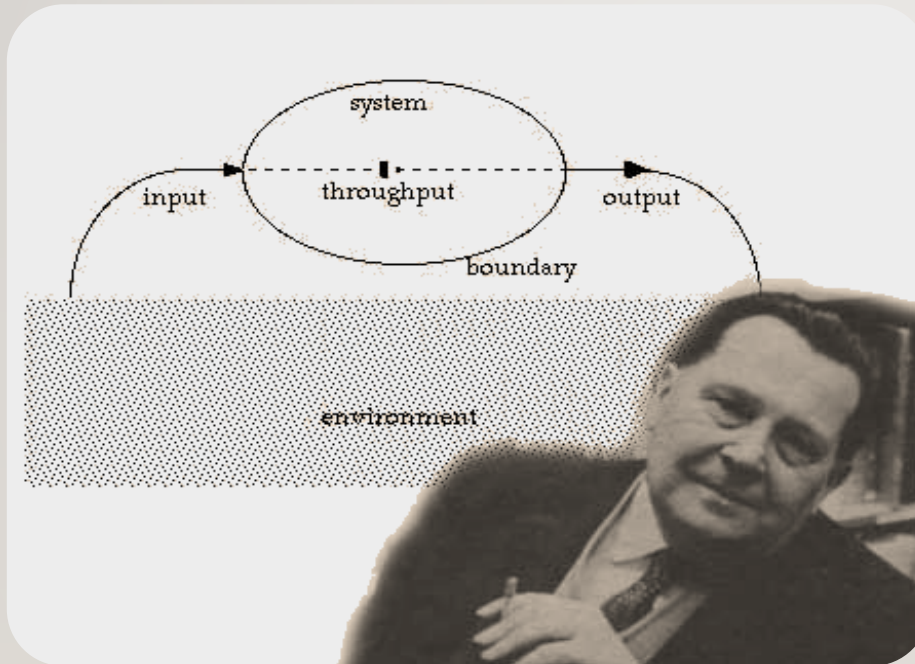


Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

WHAT SYSTEMS ARE ?

“Is a set of components that work together for the overall objective of the whole” -General Systems Theory 1940-1970

“There is nothing more practical than a good theory”
– Kurt Lewin



“In one way or another, we are forced to deal with complexities, with “wholes” or “systems” in all fields of knowledge. This implies a basic re-orientation in scientific thinking.

-Ludwig Von Bertalanffy
(father of Systems Thinking & Founder of GST)



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

ORGANIZATIONS ARE OPEN SYSTEMS!!

Four Main Concepts of OPEN Systems On Earth

- (1) Seven Levels of Living/Open Systems,
- (2) The 12 Natural Laws of Living Systems on Earth,
- (3) The input-output A, B, C, D, E Systems Model, and
- (4) The Natural Cycles of Life (in living/open Systems)



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

LEVELS OF OPEN SYSTEMS



3 NATURAL
LEVELS OF SYSTEMS
IN ORGANIZATIONS

6 LEVELS OF COMPETENCIES

1. Enhancing Self-Mastery
2. Building Interpersonal Relationships
3. Facilitating Empowered Teams
4. Collaborating Across Functions
5. Integrating Organizational Outcomes
6. Creating Strategic Alliances/Positioning



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

NATURAL LAWS OF OPEN SYSTEMS

12 Natural Laws of Living Systems on Earth from the General Systems Theory

Part I: The Whole System

Holism- Overall boarder perspect.
(ends, purpose-focused, synergy, transformational)

Open Systems- Open to Environ.
(Implications are clear)

Boundaries- Clarity of system
(integrated, collaborative, complementary)

Input / Output- How systems work
(how natural systems operate “Backward Thinking”)

Feedback- Feedback on Effective.
(feedback provided on effectiveness/root causes)

Multiple Outcomes- Goal seeking
(goal seeking at all levels)

Part II: The Inner Workings

Equifinality – Flexible & adaptive
(Flexible & adaptive)

Entropy – Needs follow-up
(Needs follow-up, inputs of energy, renewal)

Hierarchy – Flatter organization
(Flatter organization and self organizing (productive order emerges))

Relationships-Related parts
(Patterns, webs, interdependence, and leverage)

Dynamic Equilibrium
(Maintain stability and balance/culture, self-regulating)

Internal Elaboration
(Details and sophistication, clarity, and simplicity)



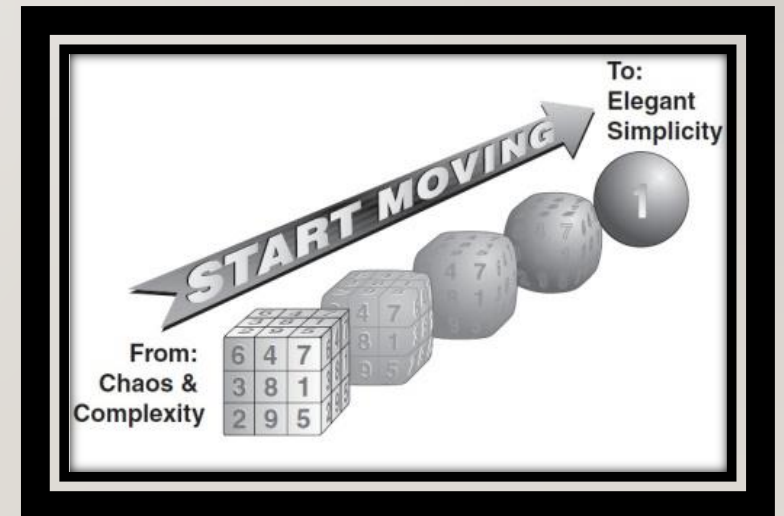
Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS THINK SYSTEMICALLY

5 Simple steps as new way of thinking “backwards” to the future



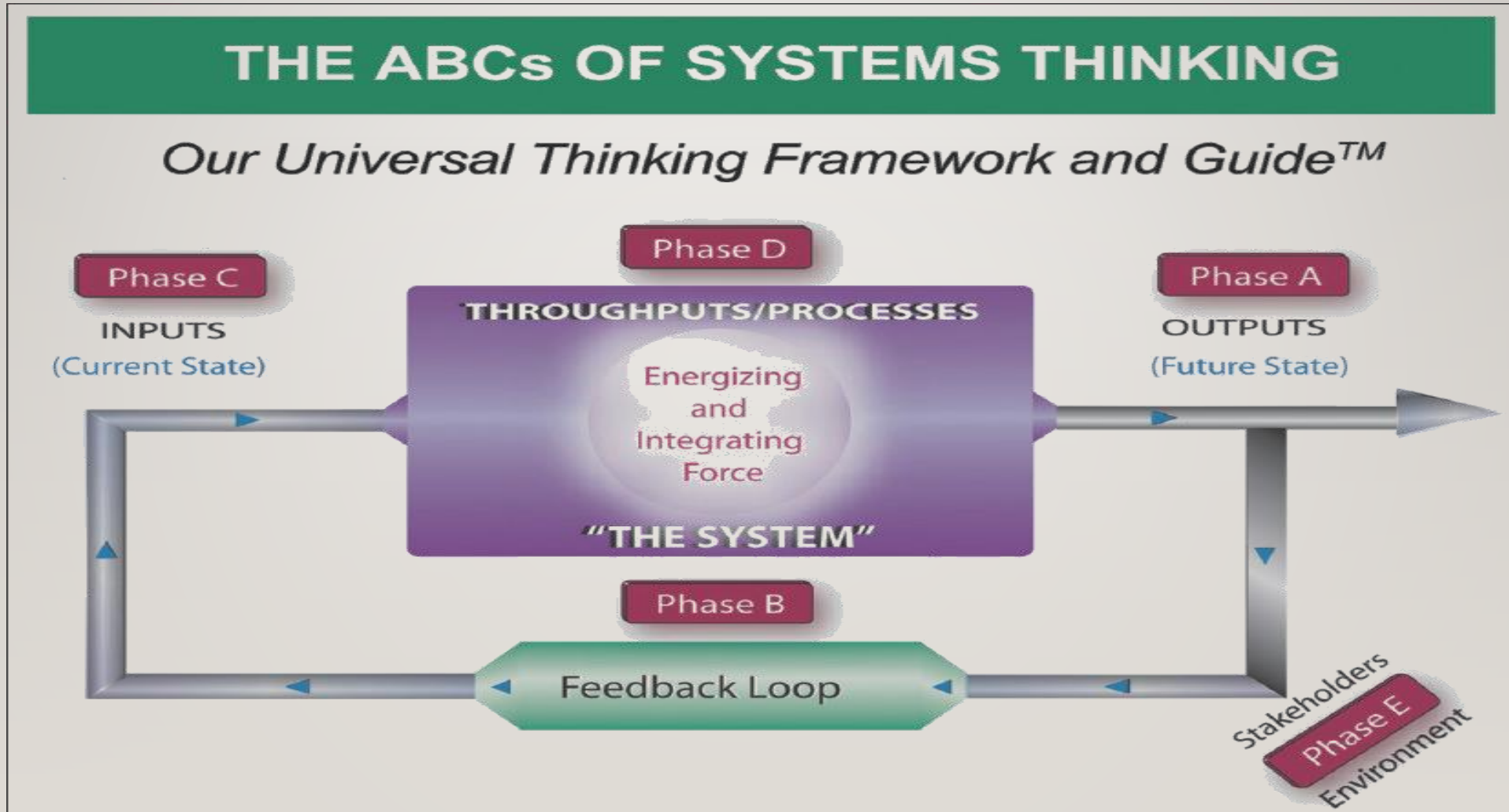
“Any intelligent fool can make things bigger and more complex... it takes a touch of genius – and a lot of courage – to move in the opposite direction.” -Albert Einstein



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS THINK SYSTEMICALLY

5 Simple steps as new way of thinking “backwards” to the future



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS THINK SYSTEMICALLY

5 Simple steps as new way of thinking “backwards” to the future



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS THINK SYSTEMICALLY

5 Simple steps as new way of thinking “backwards” to the future

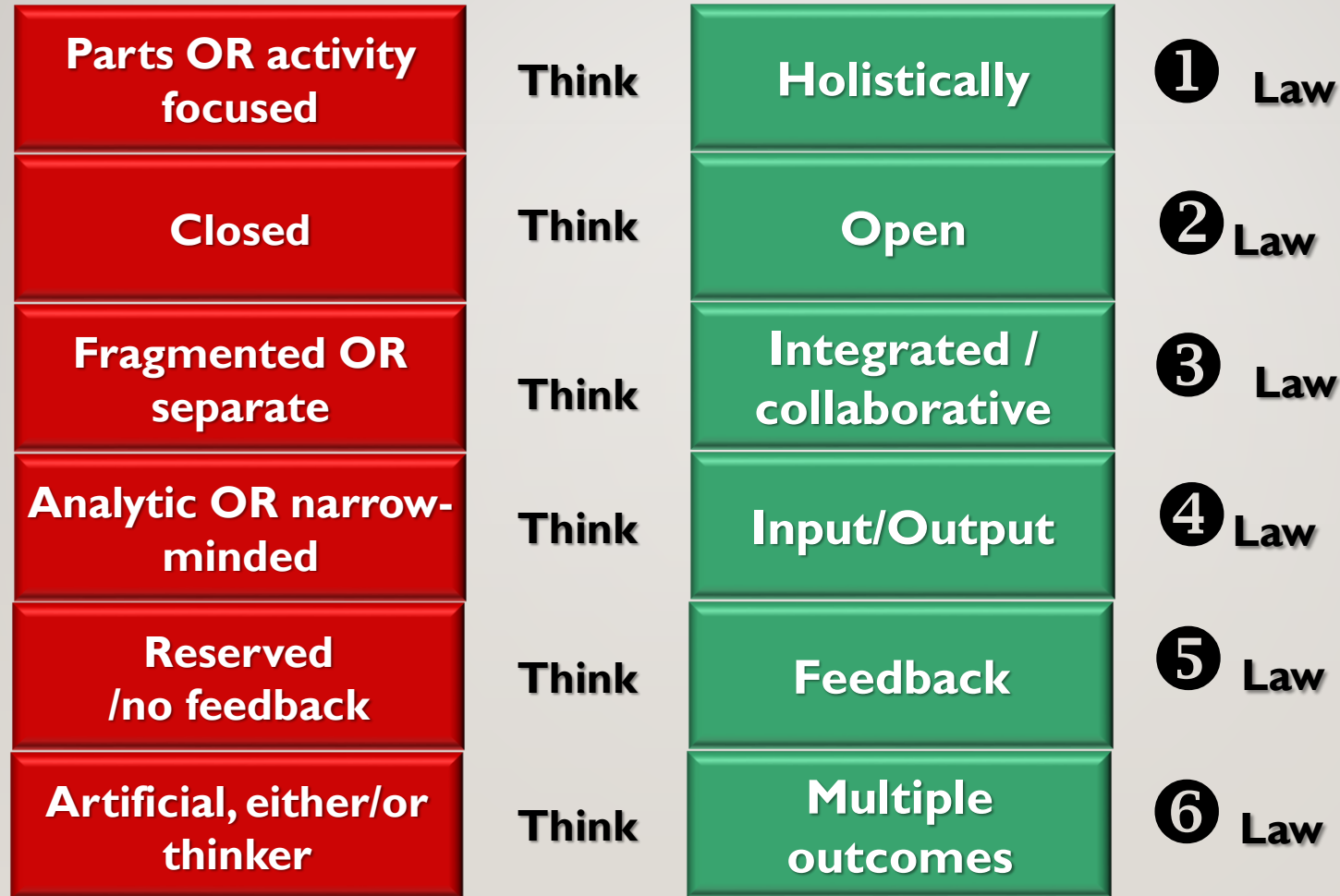
Step	Brief Description	The Questions
A - Future	<i>Output part of the model looks out toward the future</i>	Where do we want to be?
B - Feedback	<i>Feedback part of the model</i>	How will we know when we get there?
C- Today	<i>Input component is today</i>	Where are we now?
D- System	<i>Throughput components are those things that can help us bridge the gap from Phase C to Phase A</i>	How to get there?
E- Environment	<i>The ongoing scanning and review of the current and future environment</i>	What are the changes happening in our current & future environment?



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS THINK SYSTEMICALLY

To use this model effectively, you have to move your thinking away from piecemeal to systems



Remember.. how you think ... is how you act ... is how you are!

!z μom λon αλε; !z μom λon αετ ...



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS CHANGE NATURALLY

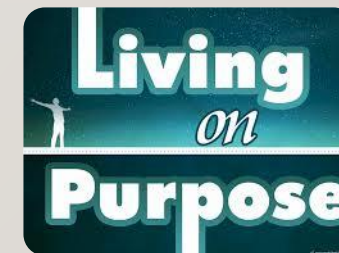
“The most distinctive feature of any system is that *each and every part influences and affects every other part of that same system. Ideally, all parts of a system fit and work together synergistically. No individual part can be independent*” - Stephen Haines

- 1- The Whole is Primary
- 2- Systems Must Be Viewed Holistically In their Environment
- 3- Each System Functions Uniquely
- 4- **System Purposes First**
- 5- Parts Support the Whole
- 6- All Parts Are Interdependent
- 7- Small Changes Produce Big Results

- 8- Maximizing Parts Sub-optimizes the Whole
- 9- Faster is Ultimately Slower
- 10- Feedback and Boundaries
- 11- Multiple Goals
- 12- Equifinality and Flexibility
- 13- Hierarchy is Natural
- 14- Entropy and Tendency to Run Down

strength
in our
purpose

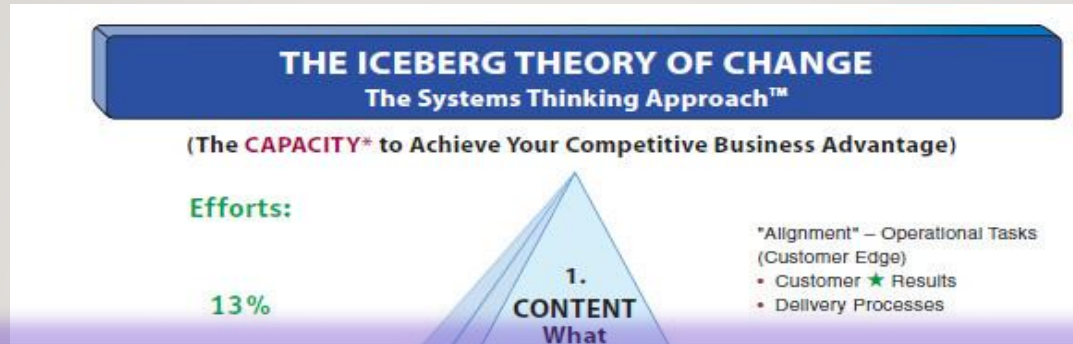
System Purposes First



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS CHANGE NATURALLY

The Systems Thinking Approach® recognizes the changes that occur in systems (Natural Laws 6-12) and identifies these **changes** as the natural cycles of life.



CONTENT MYOPIA is our failure to focus on processes & structures. Yet, Change is dependent on good Processes & Structures in order to achieve the Content of the desired changes.



- The efforts in changing the content (above the surface) represent Only **13%** of the needed efforts.
- The efforts needed to create or change the processes, the structures and the culture (under the surface) represent **87%** of the

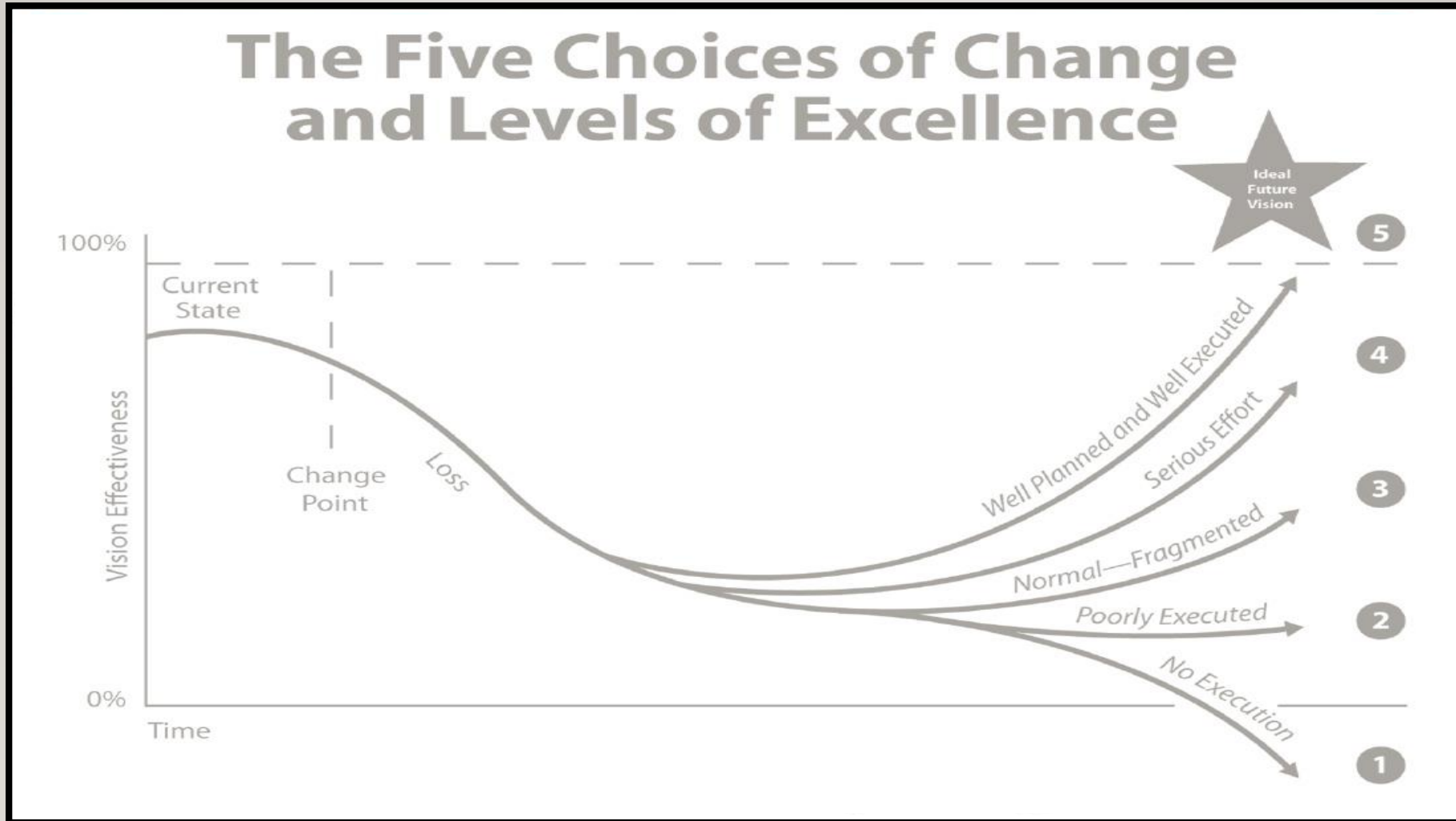
- The need for efficiency and effectiveness (competencies) increases from bottom to top.
- The need of more resources (time-money-human) increases as well from bottom to top.

“Any jerk can have short-term earnings. You squeeze, squeeze, squeeze, and the company sinks five years later” - Jack Welch



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

OPEN SYSTEMS CHANGE NATURALLY



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

DO WE USE THE RIGHT PLANNING MODEL OR SYSTEM FOR OUR STRATEGIC PLANNING?!

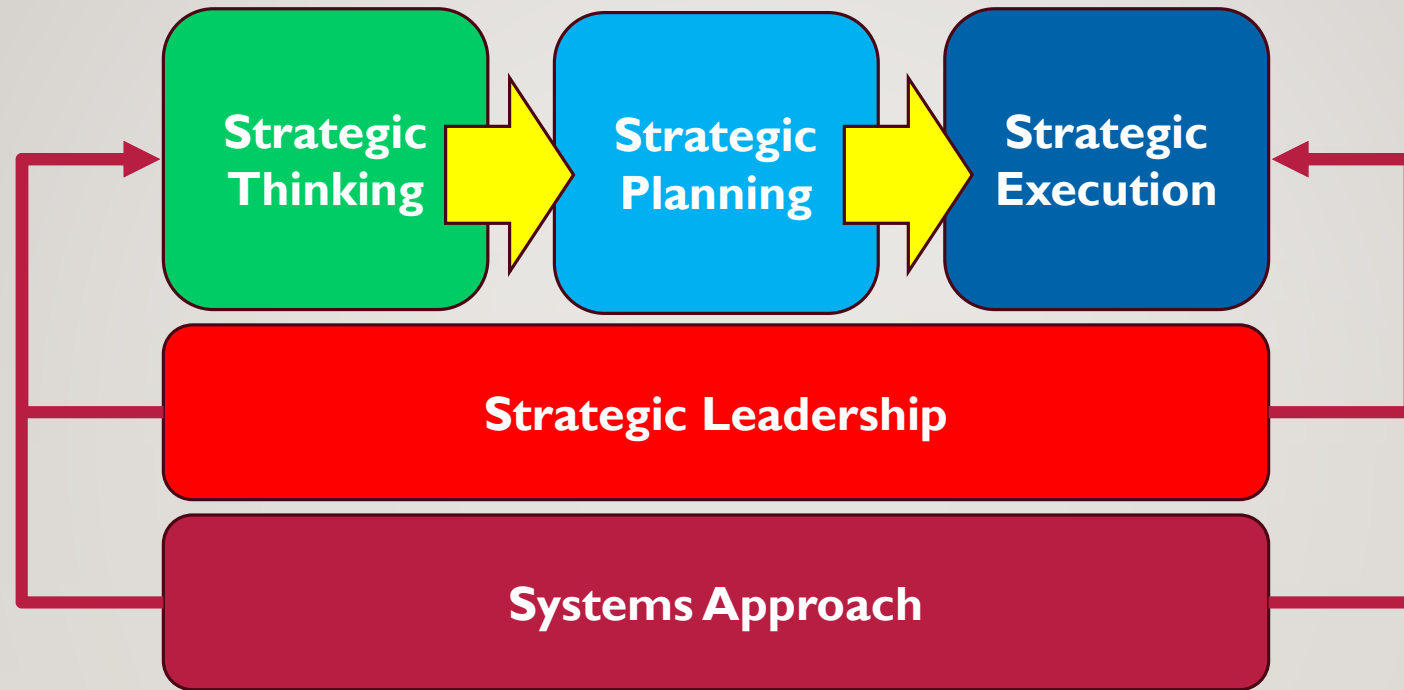
OPEN POLL FOR 60 SECONDS PLEASE

2 Discipline in Planning



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

PLANNING vs. MANAGEMENT



OPEN POLL FOR 60 SECONDS PLEASE

1- THEY ARE THE SAME BUT DIFFERENT TERMS

2- THEY ARE DIFFERENT BUT I DON'T KNOW THE DIFFERENCE

3- PLANNING IS TO CREATE STRATEGIC PLANS AND MGT. IS ABOUT EXECUTION

4- MGT. IS ABOUT OPERATING AS PER THE STRATEGIC PLAN









Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

STRATEGIC MANAGEMENT

PREMISES



GOALS

 <p>SYSTEMS THINKING</p>	 <p>PARTICIPATION</p>	 <p>PLANNING & CHANGE</p>
 <p>HIGH PERFORMANCE</p>	 <p>EXEUCION OF PLANS</p>	 <p>CONTINUOUS PLANNING</p>

PREMISES

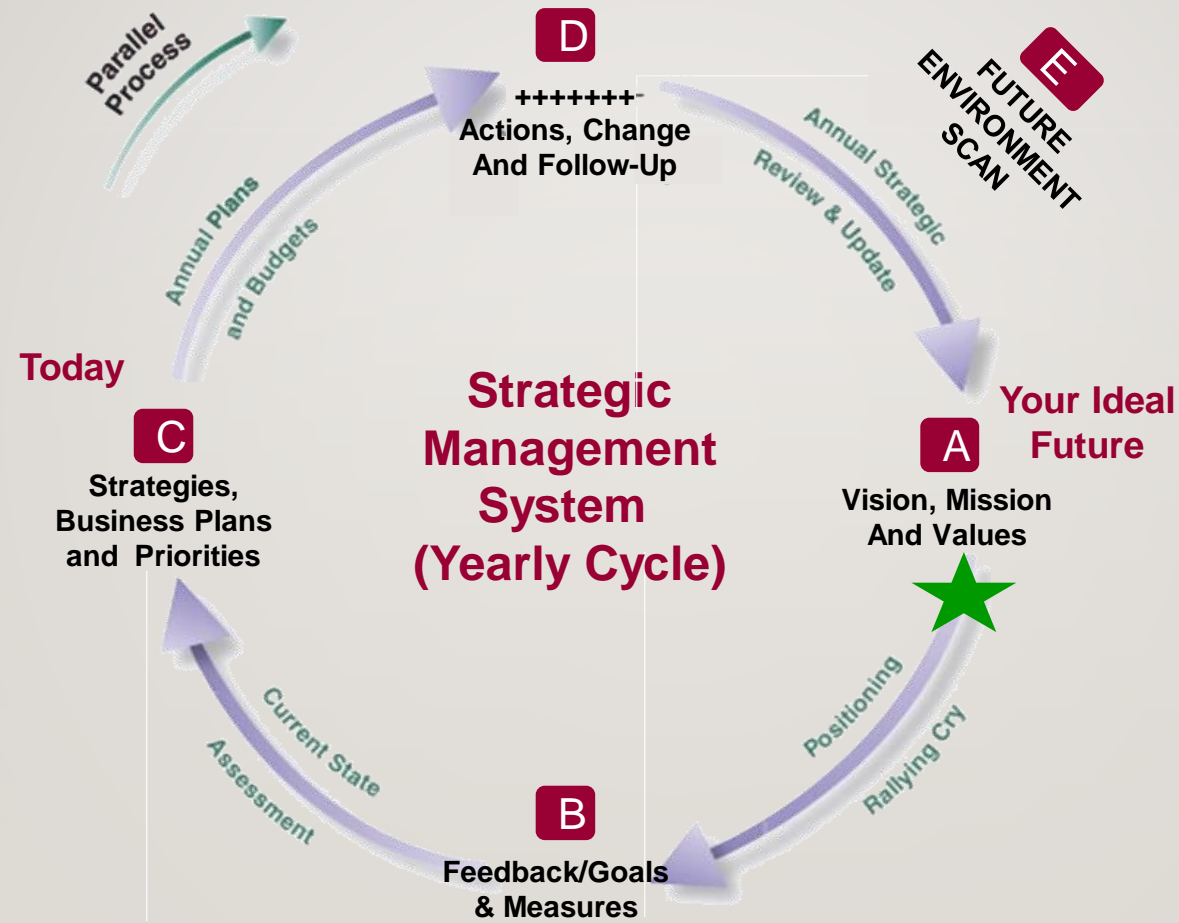
GOALS



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

STRATEGIC MANAGEMENT YEARLY CYCLE

"Thinking Backwards to the Future"

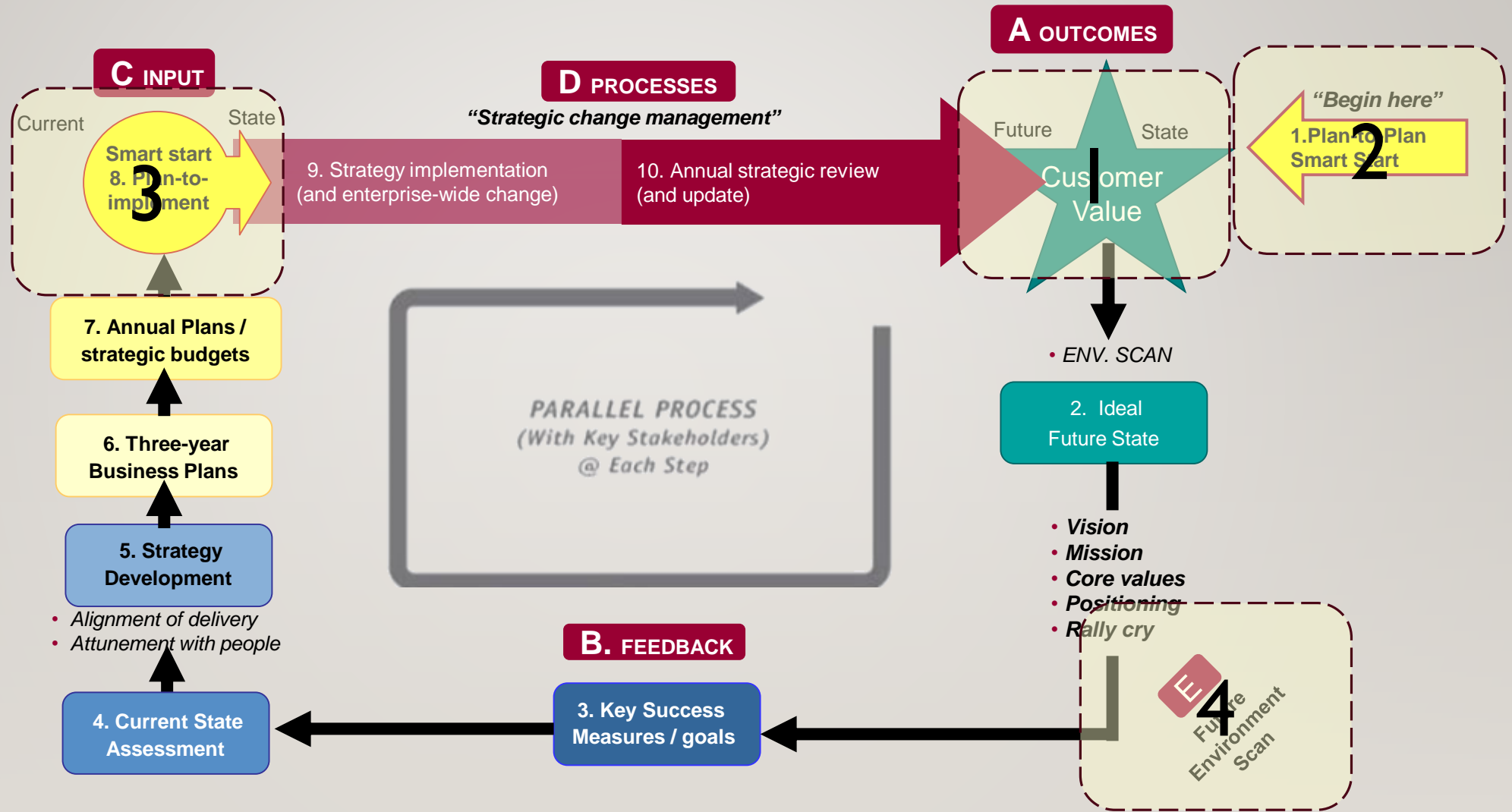


Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

10 STEPS TO STRATEGIC MANAGEMENT

ABC OF STRATEGIC MANAGEMENT BASED ON **SYSTEMS THINKING APPROACH™**

NOTICE THE DIFFERENCES!



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

DO WE USE THE RIGHT PLANNING MODEL OR SYSTEM FOR OUR STRATEGIC PLANNING?!

OPEN POLL FOR 60 SECONDS PLEASE

3 Discipline in Execution

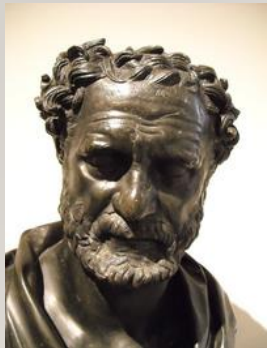


Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

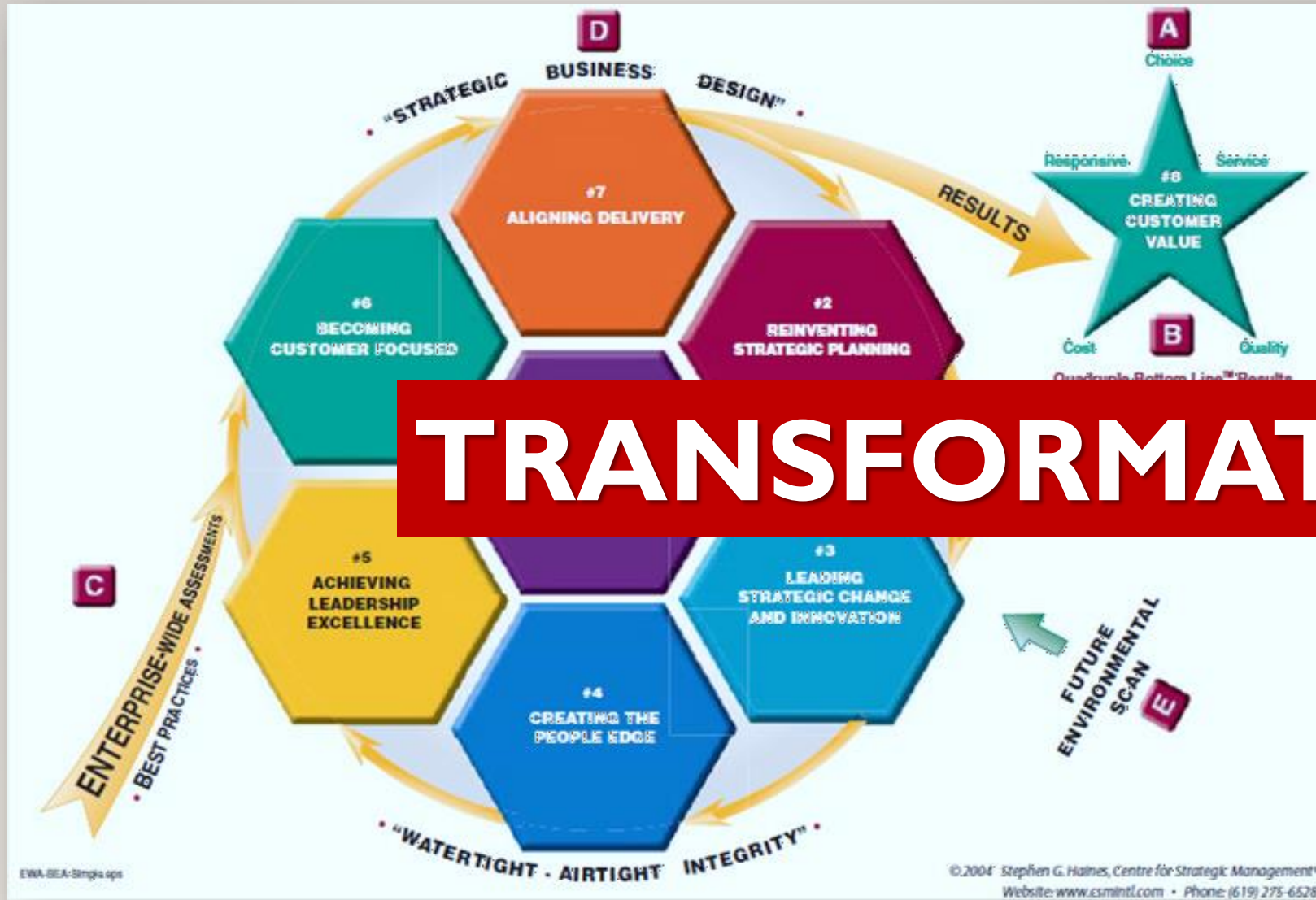
STRATEGIC EXECUTION IS ABOUT WHAT?!

“Change is the only constant in life”

-Heraclitus



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor



#1 Building a culture of Performance Excellence

IT IS BETTER TO FIRST GET THE RIGHT PEOPLE ON THE BUS, THE WRONG PEOPLE OFF THE BUS, AND THE RIGHT PEOPLE IN THE RIGHT SEATS, AND THEN FIGURE OUT WHERE TO DRIVE.
- JAMES C. COLLINS -

#4 Creating the People Edge



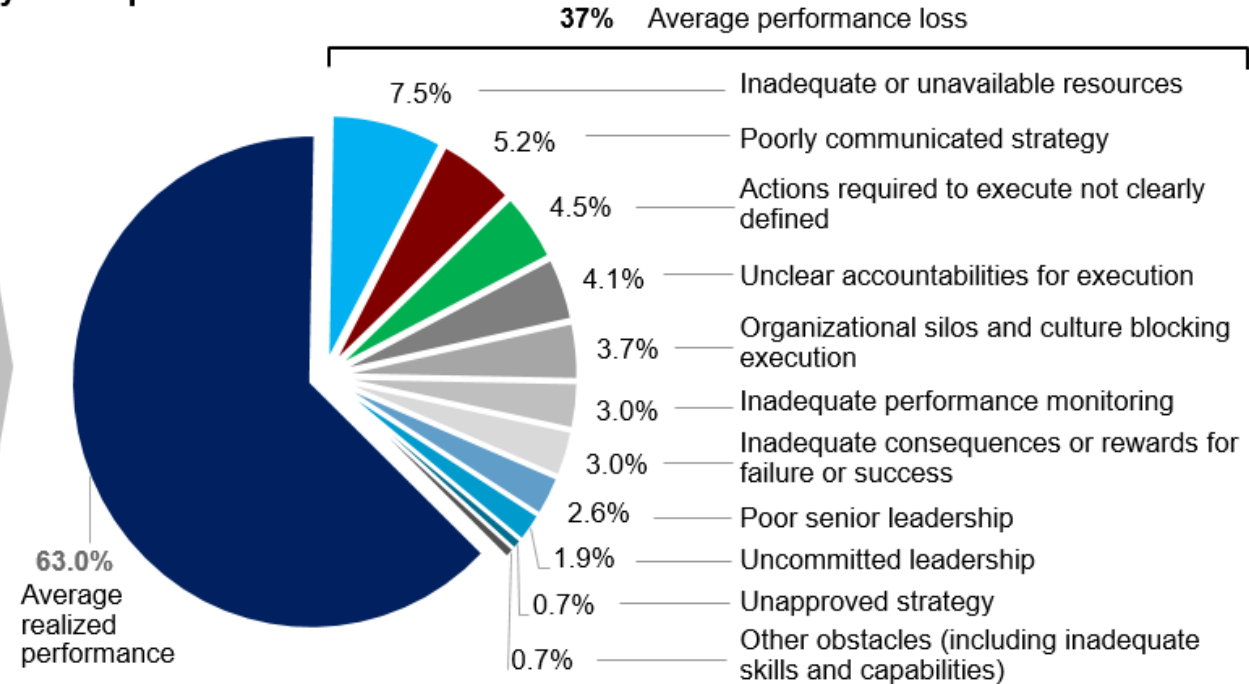
Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

Organizations typically only realize about 60% of their strategies' value due to issues in strategy development and execution

Sources of Performance Loss

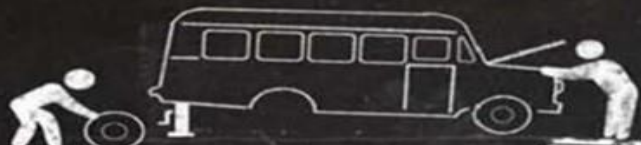
Organizations typically only realize about 60% of their strategies' potential value due to defects and breakdowns in strategy development and execution.

The chart below shows the average performance loss, as determined by the importance ratings in a survey conducted by Marakon Associates of senior executives from 197 companies with sales exceeding \$500MM.



This survey was conducted by Marakon Associates in collaboration with the Economist Intelligence Unit (EIU).

The Right People, Drive Performance



We work with the Company to design and build the right kind of bus to meet the Company's goals.



We solve complex people issues, and when necessary, get the **WRONG** people off the bus.

Working with the Company, sometimes we need to get the right person in the right seat.



helps to get the right person, with the right attitude on the bus.

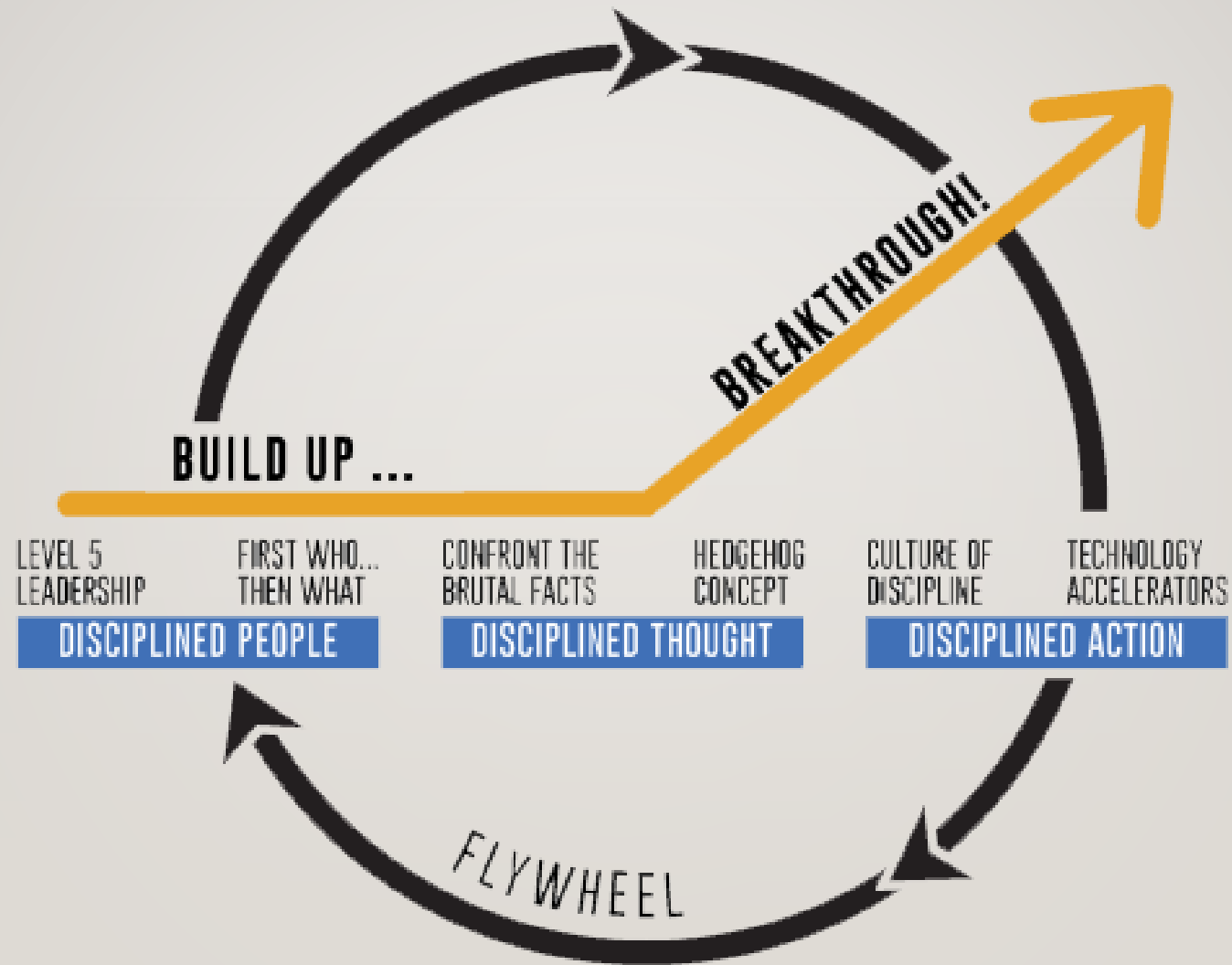


With the right bus design and the right people in the right seats.



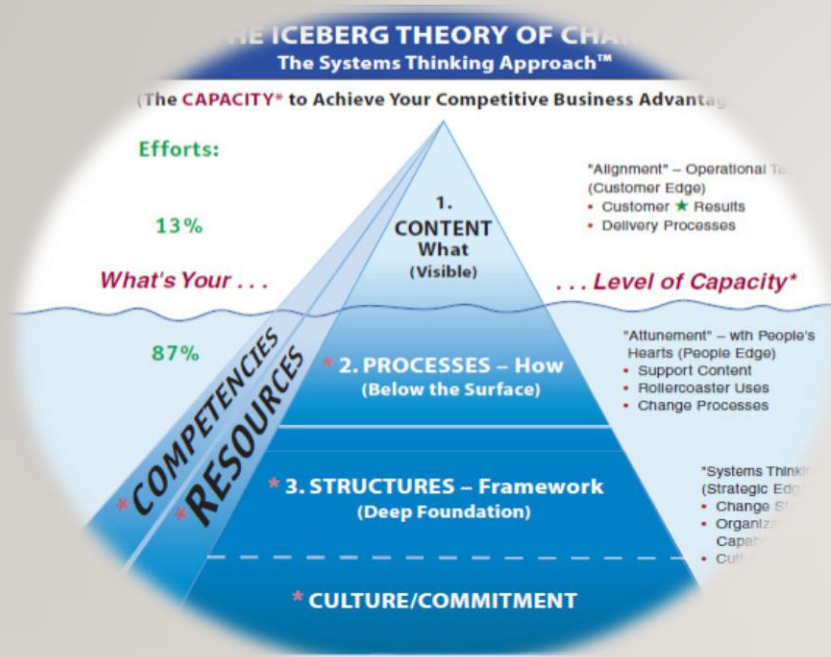
Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

DISCIPLINE IN THOUGHTS & ACTIONS



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

DESIGNING THE BUS (BEFORE THE JOURNEY)



Smart start
8. Plan-to-
implement

- ❑ ESTABLISH AND ENFORCE **THE SMO** (STRATEGIC MANAGEMENT OFFICE)
- ❑ START BY REDESINING THE ORGANIZATION OR **THE RESTRUCTURING PROJECT** AS THE FIRST STRATEGIC INITIATIVE TO ALIGN ORGANIZATION WITH THE STRATEGY TO ASSURE VALUE DELIVERY
- ❑ RE-ENGINEER **THE OPERATING PROCESSES** (OP) AND **THE GENERAL OPERATION PROCEDURES** (GOP) AS PER THE NEW STRUCTURE
- ❑ INSTALL AND ACTIVATE **THE CHANGE PLAN** AND BUDGET
- ❑ PREPARE **ONE-YEAR OPERATIONAL PLAN**
- ❑ DESIGN AND ENFORCE THE **PERFORMANCE MANAGEMENT SYSTEM**
- ❑ PREPARE **THE GENERAL YEARLY BUDGET** TO ASSURE THE ENFORCEMENT OF NEEDED CAPACITIES AND CAPABILITIES FOR CHANGE



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

WATERTIGHT INTEGRITY

ORGANIZATION

(Systems Fit,

ight Integrity)

**STRATEGIC
BUSINESS UNITS
(SBUs)**

**MAIN FUNCTION
AREAS (MFAs)**

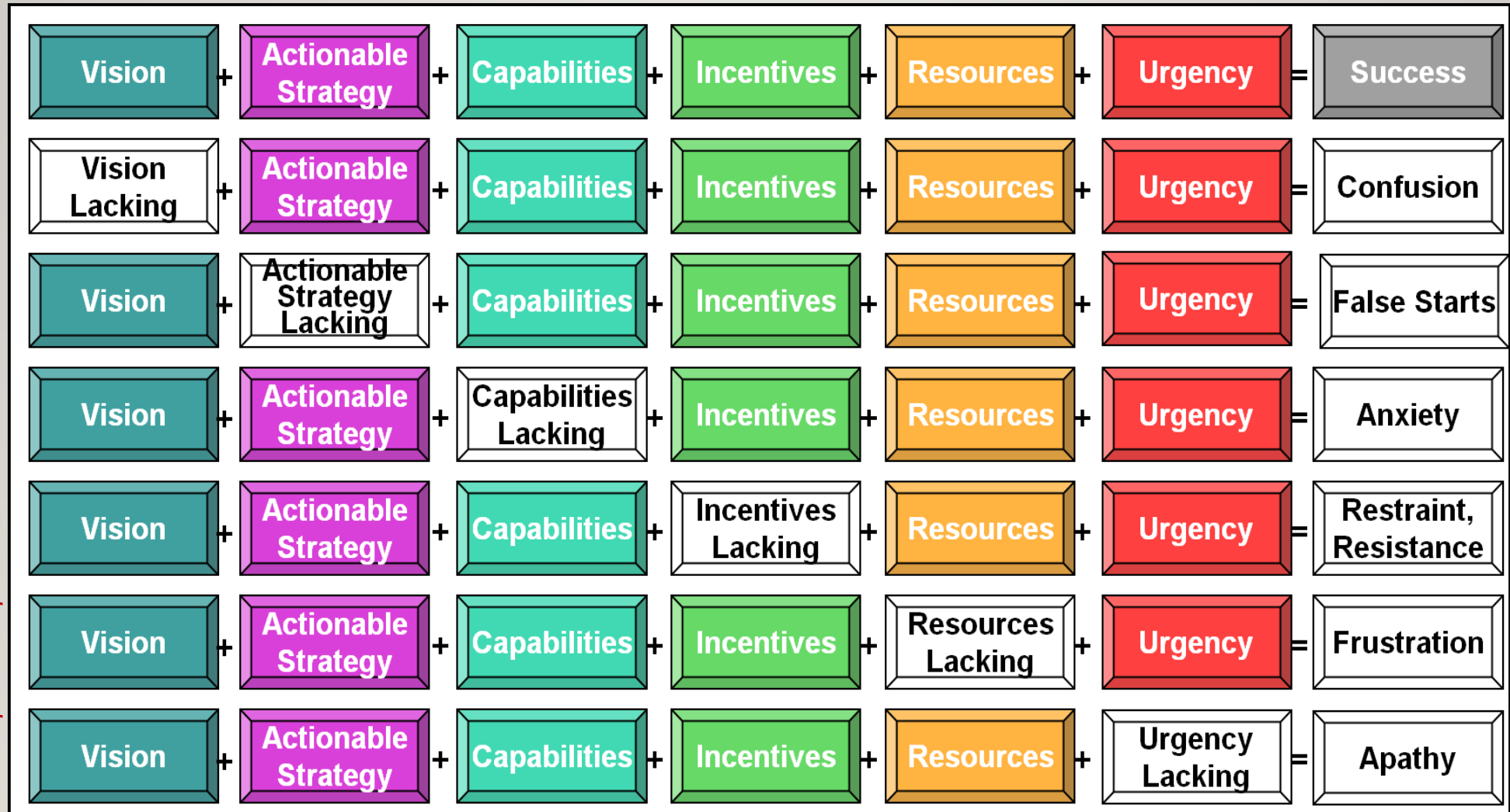
"Strategic Business Design"

Strategic Management System/Yearly Cycle

STRATEGIC ORGANIZATION DESIGN IS ART AND SCIENCE OF DEVELOPING AIR-TIGHT ORGANIZATION THROUGH INSTALLING ALIGNED STRUCTURES (DEPARTMENTS, UNIT, ETC) AND ASSIGN THE RIGHT PEOPLE (JOBS), FUNCTIONS AND ROLES TO THOSE STRUCTRES AND PEOPLE TO HELP THE ORGANIZATION ACHIEVE THE DESIRED SUCCESS IN THE GIVEN TIME LIMITS

Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

CRITICAL SUCCESS ELEMENTS FOR **MANAGING** SUCCESSFUL CHANGE



©Enterprise Group Ltd.

Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

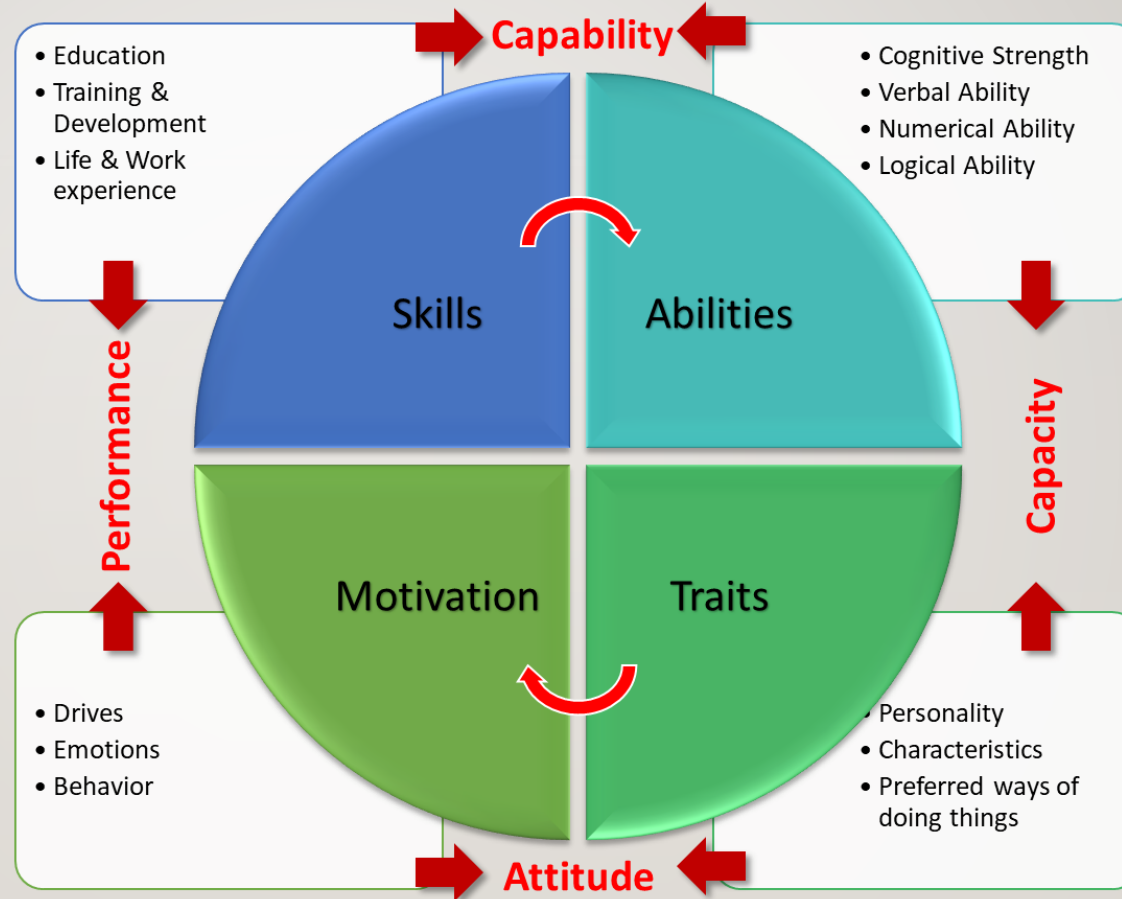
CULTURE CHANGE AND STRATEGY

“...The critical feature of a knowledge workforce is that knowledge workers are not labor, they are capital...what’s critical is the productivity of capital”

-Peter F. Drucker



The Individual Competency (High Performance) Circle[©]



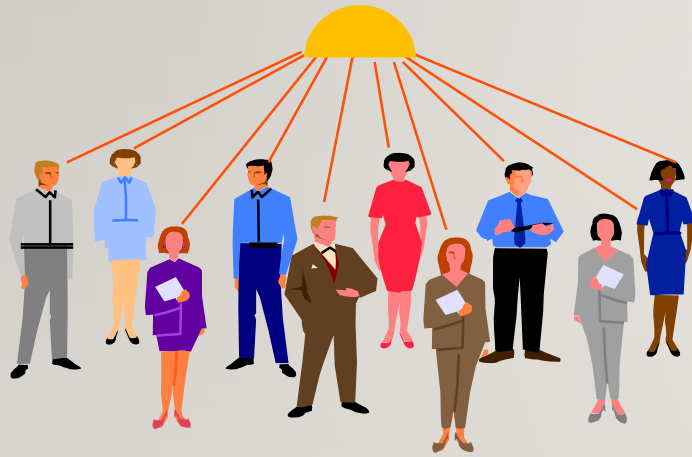
Capability + Capacity + Performance + Attitude = Competency (Job/Mission Specific High Performance)



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

STRATEGY EXECUTION & COMPTENCIES

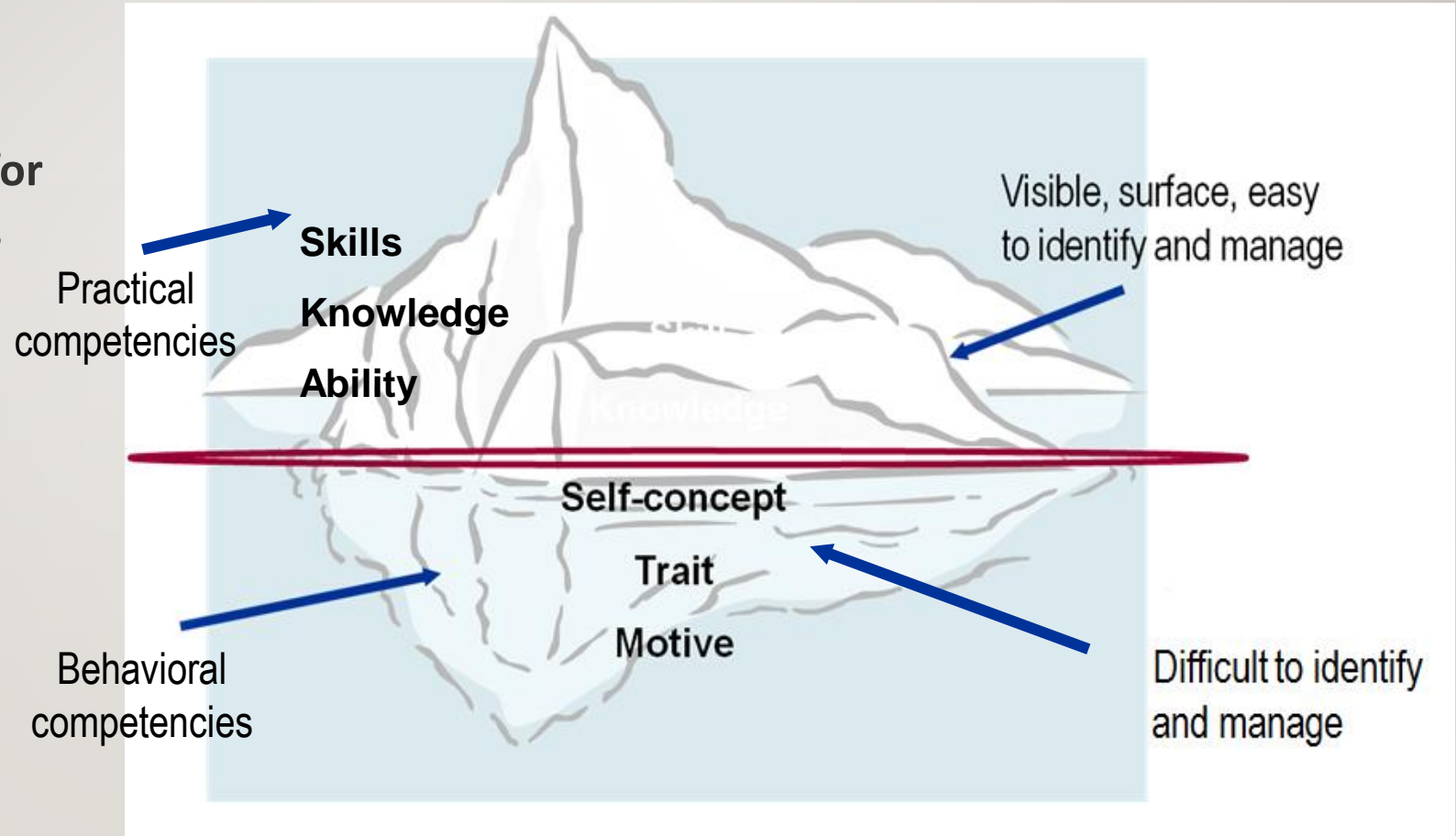
Competencies translate the strategic vision and goals for the organization into behaviors or actions employees must display for the organization to be successful.



For organizations that seek to align their workforce with business objectives, competency management is critical.

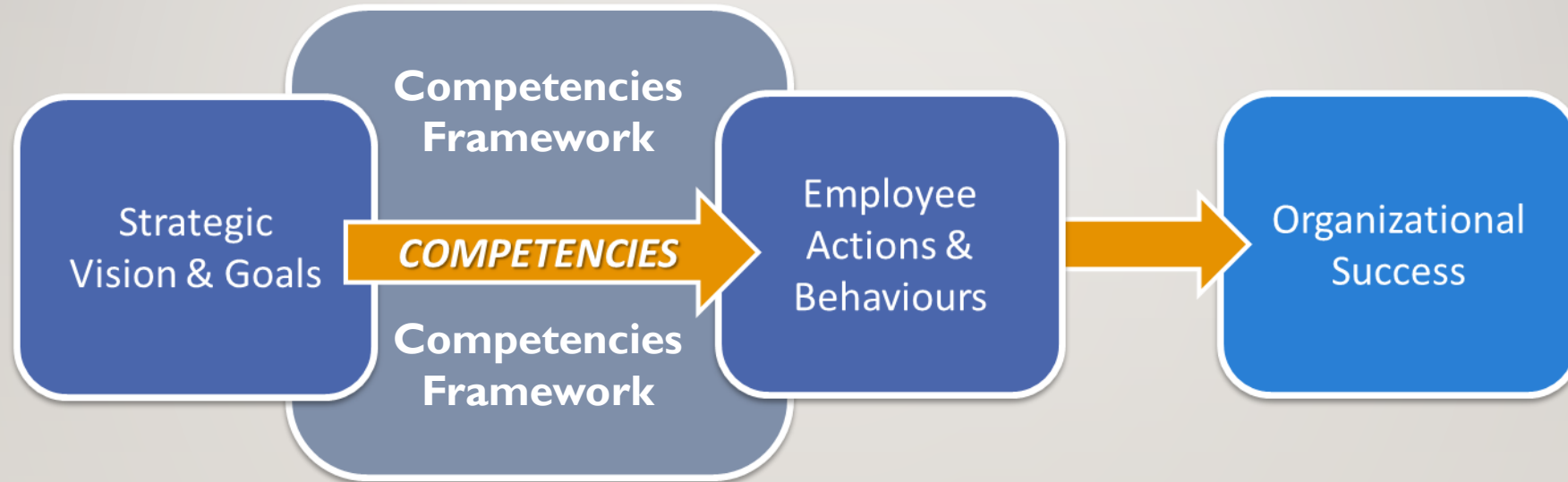
Aberdeen Research, 2007

Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor



COMPTENCENCIES FRAMEWORK

Competencies are the *Traits defined in terms of behaviors* needed for a *successful* job performance (high performance).



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY BASED MANAGEMENT

Competencies are the *Traits defined in terms of behaviors* needed for a *successful* job performance (high performance).



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

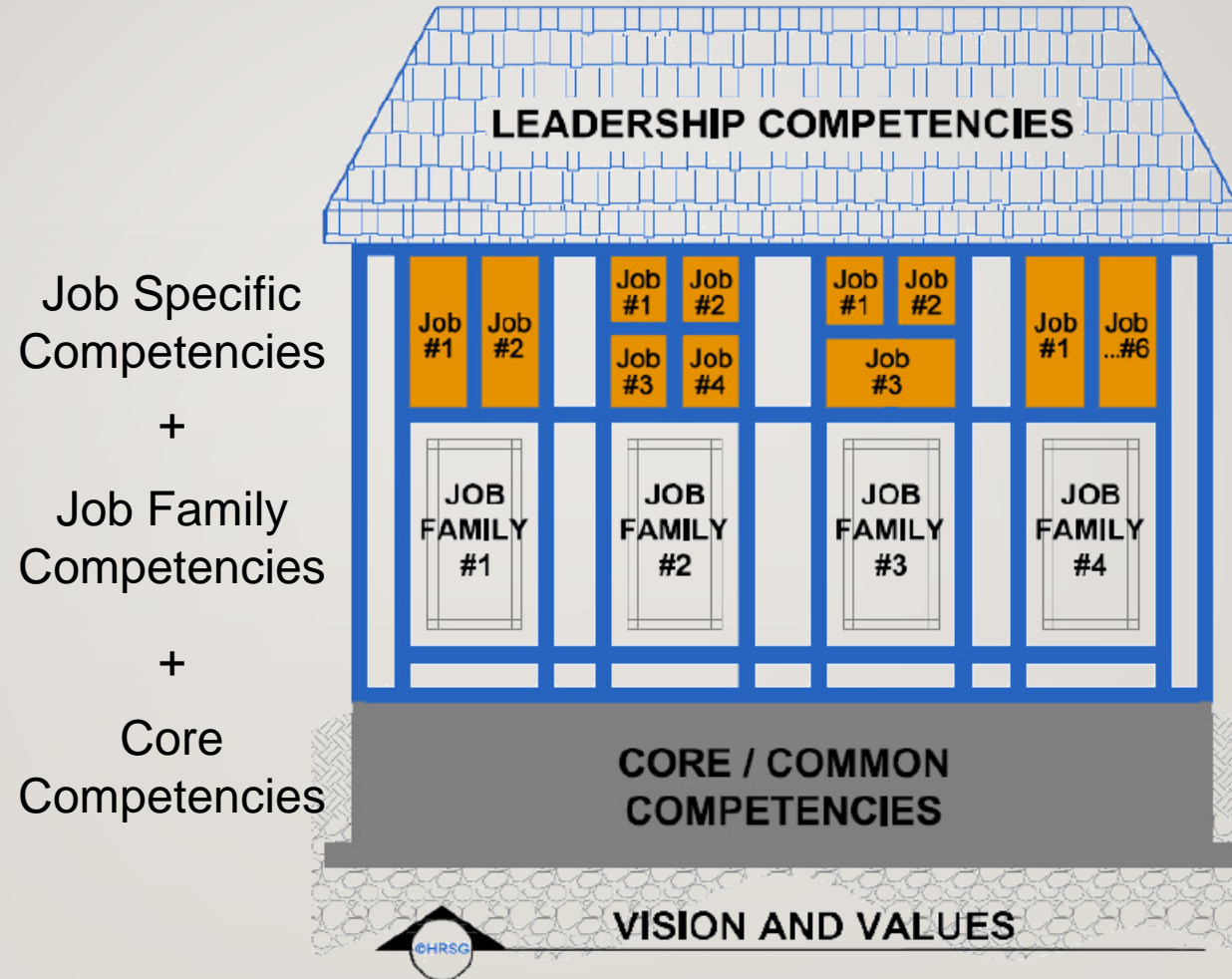
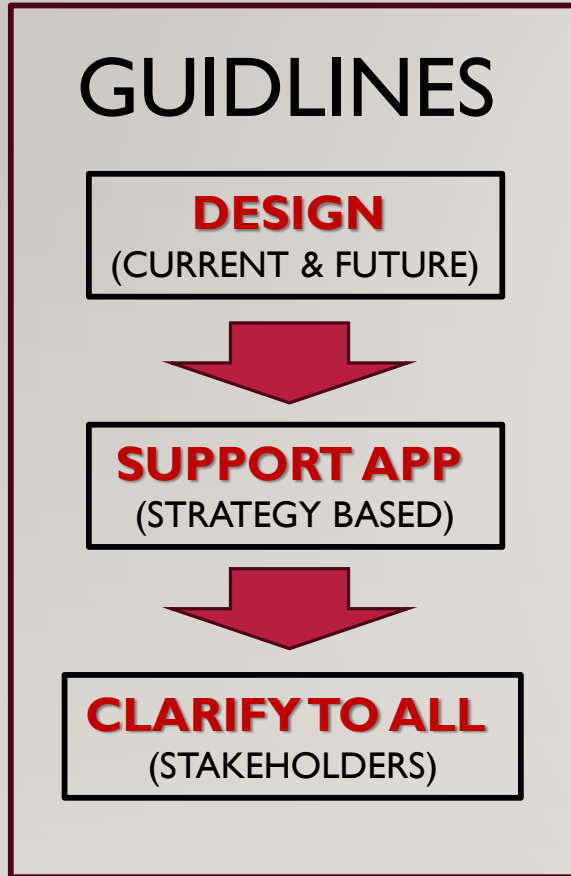
COMPTENCY BASED MANAGEMENT

- **STRUCTURING, JOB DESCRIPTION & PROCESSES**
- **SELECTION & HANDLING**
- **CAREER DEVELOPMENT**
- **SUCCESSION MANAGEMENT**
- **PERFORMANCE FEEDBACK & MANAGEMENT**
- **TRAINING & DEVELOPMENT**
- **COMPENSATION & BENIFITS**



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY ARCHITECTURE



Competency Architecture

- Describes the common rules for defining competencies within the organization.
- It includes the guiding principles that how Competencies profiles will be designed for the organization.



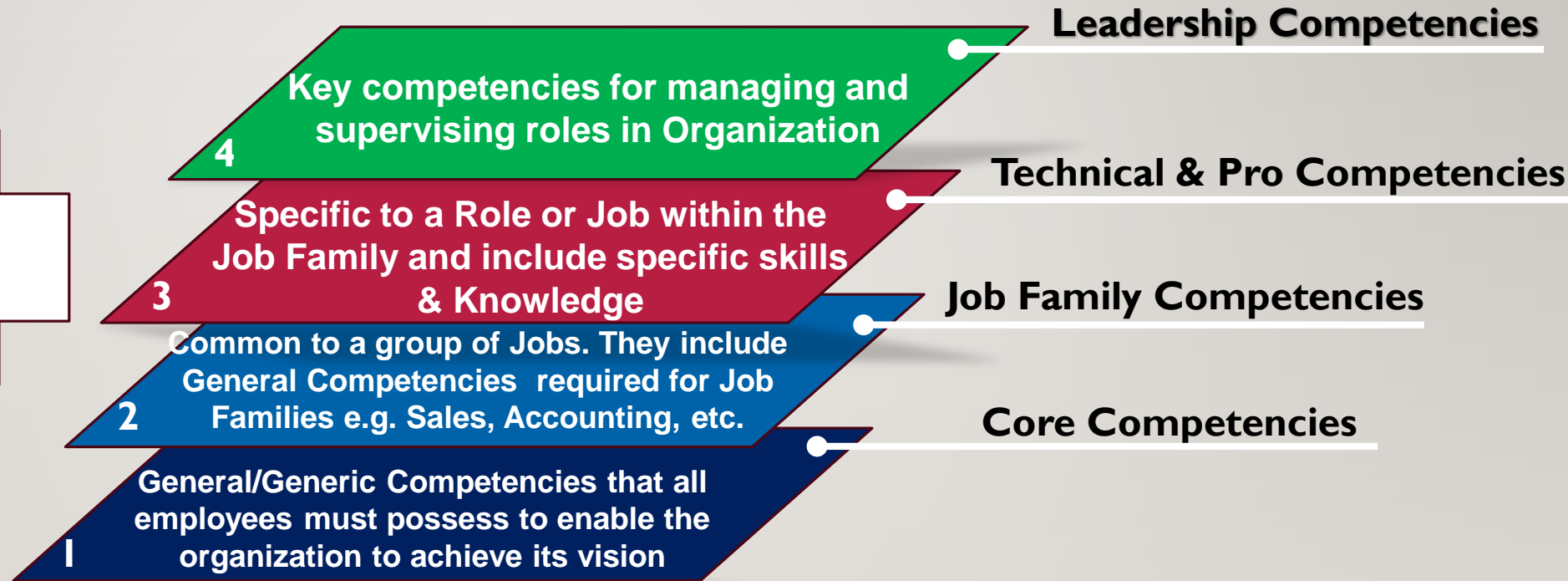
Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY ARCHITECTURE

Competency Job Profile



Competency Layers

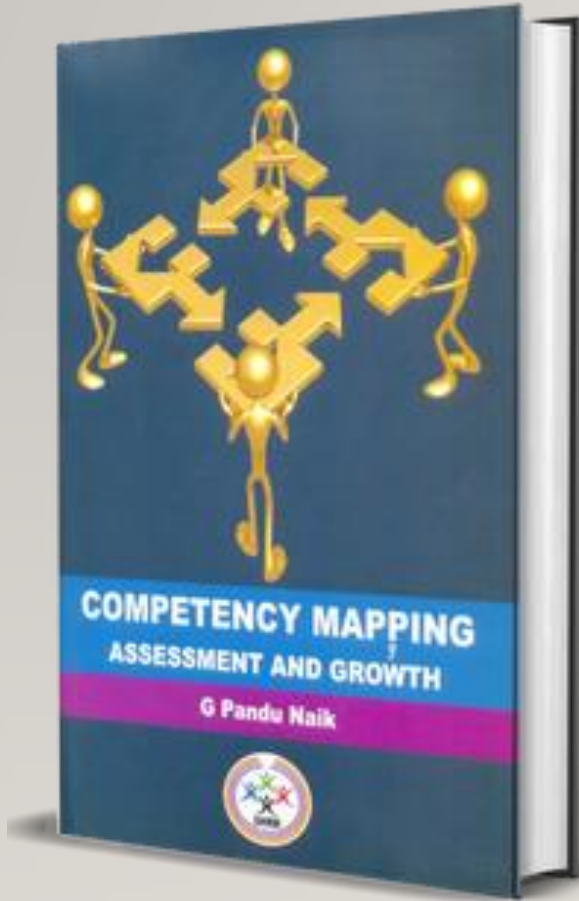


Competency Dictionary



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCIES DICTIONARY



- *Catalogue of all competencies that apply to the organization*
- *Validated through research and best practices*
- *Common framework and language used for all jobs*
- *Can include all types (core, job family, job specific)*
- *Purchased off the shelf, or developed in-house*

Benefits:

- ✓ *Consistency within organization*
- ✓ *Facilitates mobility*
- ✓ *Easier maintenance*
- ✓ *Reduced development time, if purchased off the shelf*



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY PROFILE



- A collection of ***behavioral competencies critical to successful job performance.***
- Indicates the **proficiency levels & behavioral indicators** required ***for each competency*** for each role or job.

Best Practice Note

Competency Profile Development

Example Guideline

Up to 12 competencies per profile, including 5 Core Competencies

- **Core Competencies**

5 competencies that apply to all employees.

- **Job Family Competencies**

Common to whole family

- **Technical / Professional (work/role specific) competencies**

Apply to some or all jobs/roles in group



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY PROFILE

Proficiency levels & Behavioral indicators

Proficiency Levels:

Work competencies are expressed in incremental Proficiency Scales i.e. proficiency at all levels below that level on the scale.

Behavioral Indicators:

Levels of responsibilities in a specific field of work as may be noted.

Client Focus				
Providing service excellence to internal and/or external clients.				
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Responds to immediate client needs	Maintains client contact	Provides added value	Provides seasoned advice	Ensures continued service excellence
Responds to client needs in a timely, professional, helpful, and courteous manner, regardless of client attitude.	Follows up with clients during and after delivery of services to ensure that their needs have been met.	Looks for ways to add value beyond clients' immediate requests.	Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.	Strategically and systematically evaluates emerging and longer-term opportunities and threats to meeting clients' needs.
Clearly shows clients that their perspectives are valued.	Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.	Explores and addresses the unidentified, underlying and long-term client needs.	Pushes client to consider difficult issues that are in their best interests.	Determines strategic business direction to best meet clients' evolving needs.
Strives to consistently meet service standards.	Ensures service is provided to clients during critical periods.	Enhances client service delivery systems and processes.	Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.	Monitors, evaluates and, as needed, renews the client service model and service standards.
	Puts clients' issues in order of priority and addresses most pressing concerns.	Anticipates clients' upcoming needs and concerns.		



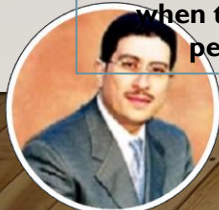
Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY PROFILE

Target Proficiency Levels

Client Focus				
Providing service excellence to internal and/or external clients.				
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Responds to immediate client needs	Maintains client contact	Provides added value	Provides seasoned advice	Ensures continued service excellence
Responds to client needs in a timely, professional, helpful, and courteous manner, regardless of client attitude.	Follows up with clients during and after delivery of services to ensure that their needs have been met.	Looks for ways to add value beyond clients' immediate requests.	Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.	Strategically and systematically evaluates emerging and longer-term opportunities and threats to meeting clients' needs.
Clearly shows clients that their perspectives are valued.	Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.	Explores and addresses the unidentified, underlying and long-term client needs.	Pushes client to consider difficult issues that are in their best interests.	Determines strategic business direction to best meet clients' evolving needs.
Strives to consistently meet service standards.	Ensures service is provided to clients during critical periods.	Enhances client service delivery systems and processes.	Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.	Monitors, evaluates and, as needed, renews the client service model and service standards.
	Puts clients' issues in order of priority and addresses most pressing concerns.	Anticipates clients' upcoming needs and concerns.		

Entry	Fully Effective	Stretch / Mastery
The Standard expected from employees on entry into a role. Used when the new entrant must learn or to be trained to be able to perform to the standard required within the role / job.	The level required of employees who are performing at the standard expected.	Is typically displayed by employees who have mastered their job / role. These employees are often sought out by other employees and managers to provide advice or assistance.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY PROFILE

Example: Competency Profile

Programmer Analyst

CORE COMPETENCIES		JOB SPECIFIC - BEHAVIORIAL COMPETENCIES		JOB SPECIFIC - TECHNICAL COMPETENCIES	
Competency	Proficiency	Competency	Proficiency	Competency	Proficiency
Achievement Orientation	3	Adaptability	2	Project Management	2
Client Focus	3	Analytical Thinking	3	Using Information Technology	4
Initiative	3	Critical Judgment	2	Information Management	4
Teamwork	3	Problem Solving	2		

Required Effectiveness Level



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED HR MANAGEMENT BENEFITS



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

RESEARCH..

Better Employee Competency / Job Matching results in:

- **63% reduction in turnover due to increased employee satisfaction – due to greater clarity about performance expectations – Spencer, 2001**
- **19% improvement in employee performance – Spencer, 2001**
- **12.5% increase in sales and profits due to Competency-Based training programs – Spencer, 2001**
- **Improved leadership capacity**

Companies with highest rated leadership development programs, compared to those with weak programs experienced:

- **600% increase in overall business impact**
- **640% improvement in their leadership bench strength**
- **480% improvement in leader engagement and retention**

– Bersin, 2007



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

RESEARCH..

- 26% higher revenue per employee
- 28% less likely to have downsized during 2008-2009
- 40% lower turnover among high performers
- 17% lower overall voluntary turnover
- 87% greater ability to “hire the best people”
- 92% greater ability to “respond to changing economic conditions”
- 144% greater ability to “plan for future workforce needs”
- 156% greater ability to “develop great leaders”



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY PERFORMANCE MANAGEMENT

- **STRUCTURING, JOB DESCRIPTION & PROCESSES**
- **SELECTION & HANDLING**
- **CAREER DEVELOPMENT**
- **SUCCESSION MANAGEMENT**
- **PERFORMANCE FEEDBACK & MANAGEMENT**
- **TRAINING & DEVELOPMENT**
- **COMPENSATION & BENIFITS**



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Competency-based vs. SMART Goals Performance Management

SMART Goals PM

- Departmental / Individual based .
- Focuses on achieving departmental operational goals and consider this as ultimate success
- Provides feedback to employees on what they have accomplished.
- Overlook s—in most cases – the ability of employees to achieve goals in the first place
- Lacks favoring or support multi-source feedback
- Puts employees at vulnerability and risk to lose jobs
- Lacks support of learning and development requirements of employees
- Offers limited recognition based on achievement of goals only

Competency-based PM

- Organization-wide and tied to vision & strategy.
- Focuses on supporting and achieving results in consistence with org. expectations.
- Provides feedback to employees on what and how the work was performed.
- Emphasizes on employee's ability and trait to achieve goals and results as a base for assignment.
- Offers multi-source competency-based feedback
- Assures employees and raise their aptitude via training and development increasing their value.
- Helps employees build their career and unify it with organizational requirements and demands
- Offers wide choice of rewards and recognition.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Integrating Competencies in Performance Management

I- By defining competencies needed to perform each Performance Goal / Objective

- Managers & employees identify the key competencies required to achieve each performance goal / objective (typically 1-3 competencies per goal / objective)
- The employee's performance is evaluated at the end of each performance cycle
- The performance of the employee is evaluated in relation to goal / objective achievement as well as the key competencies associated with the goal.
- The competencies used may or may not completely coincide with the standard competency profile for the employee's job or role



Disadvantage: Not all competencies of the employee's job will be assessed within the cycle.



Advantage: Consistency between employee's performance goals and assessment in the review cycle.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Integrating Competencies in Performance Management

II- By integrating the competencies for the employee's job / role into the PM process

- Performance plan includes the performance goals / objectives for the review period as well as the complete set of the competencies for the job / role.
- The performance goals / objectives address “**what**” must be accomplished and the competencies measure “**how**” he/she conducted to accomplish the work



Disadvantage: Some goal/objective specifically related competencies for effective performance will not be assessed.



Advantage: All the competencies defines in employee's competency profile are evaluated as well as his/her goal achievement.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Some great business high-performance competencies

- Customer Focus
- Leadership
- Developing Self & Others
- Teamwork
- Problem Solving
- Creative Thinking
- Adaptability
- Responsiveness
- Result Oriented
- Technical Mastery
- Ownership
- Engagement



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

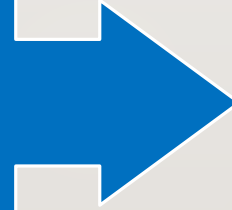
Typical PM Systems Based on Competencies

Performance Objectives

Key objectives / outcomes
Standards for achievement

WHAT?

must be accomplished.



Competencies

Behaviors needed to
accomplish work goals

HOW?

it must be accomplished.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Multi-source / 360 / Upward Feedback

I- Multi-source / 360 feedback in PM

- Behavioral indicators for the competencies needed within the target role/job are used as the standard for assessing performance of the employee.
- **Different stakeholder groups provide rating, including the employee, their supervisors, as well as others with whom the employee interact (e.g. peers, team members, clients (internal & external), reporting employees, etc.)**
- Results are compiled and a report is provided to the employee. Including strong and weak competencies,
- Individual ratings except supervisor ratings are averaged to protect the anonymity ratings across the stake holder groups.
- Results are usually used to develop learning programs or action plans for improvement .
- Results can also feed into broader assessment programs to support career development or succession management within the organization.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY-BASED PM

Multi-source / 360 / Upward Feedback

II- Upward feedback in PM

- Behavioral indicators for the competencies needed within the target role/job are used as the standard for assessing performance of the employee
- **All employees reporting directly and / or indirectly to the supervisor provide feedback on the supervisor's performance**
- Results are compiled and a report is provided to the employee. Including strong and weak competencies
- Individual ratings except supervisor ratings are averaged to protect the anonymity ratings across the stake holder groups
- Results are usually used to develop learning programs or action plans for improvement
- Results can also feed into broader assessment programs to support career development or succession management within the organization



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPTENCY-BASED PM

Multi-source / 360 / Upward Feedback

II- Upward feedback in PM

- Behavioral indicators for the competencies needed within the target role/job are used as the standard for assessing performance of the employee
- **All employees reporting directly and / or indirectly to the supervisor provide feedback on the supervisor's performance**
- Results are compiled and a report is provided to the employee. Including strong and weak competencies
- Individual ratings except supervisor ratings are averaged to protect the anonymity ratings across the stake holder groups
- Results are usually used to develop learning programs or action plans for improvement
- Results can also feed into broader assessment programs to support career development or succession management within the organization



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

Implementation Stages

(Stages & Steps for implementing competencies within Performance Management on a Corporate-wide basis)

Stage One

- Determine Policy for integrating competencies within the Performance Management Process
- Design a Performance Management Process with the policy (as required)
- Design communications and training program to support implementation (CMP)
- Pilot the process
- Revise and finalize ready for full implementation

Stage Two

- Communicate and implement the Performance Management process
- Review and evaluate the process during the first cycle of the implementation (e.g. first year) and make revisions as required.



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

COMPETENCY-BASED PM

In Summary...

The most effective Competency systems:

- ✓ Are based on critical need or 'driver' for change
- ✓ Clearly communicate expectations to employees
- ✓ Provide easy to use tools and processes for managers and employees
- ✓ Facilitate manager / employee communication
- ✓ Have senior management's visible support (walking the talk)
- ✓ Provide means for aggregating information for strategic development and management of workforce (gap analysis, benchmarking progress, etc.)



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

BEFORE THE END.. MY QUESTION IS?

DO STRATEGIES FAIL OR DO WE FAIL STRATEGIES ?



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor

REFERENCES..

- **Stephen G. Haines (2004), *Leading Enterprise-wide change:The Systems Thinking Approach to Business Excellence & Superior results* , 6nd Edition, San Diego, California,The Systems Thinking Press.**
- **Stephen G. Haines (2011), *Strategic Thinking Handbook #1:Top 10 Tools for Everyday Problem Solving at Play & Work*, 2nd Edition, San Diego, California,The Systems Thinking Press.**
- **Stephen G. Haines (2010), *Strategic Thinking Handbook #2:Top 10 Tools for Strategic Thinking*, 4th Edition, San Diego, California,The Systems Thinking Press.**
- **Stephen G. Haines (2004), *Pearls of Wisdom,The Systems Thinking Approach, facilitation tools, tips, and Techniques for Group leaders*. 2nd Edition, San Diego, California,The Systems Thinking Press**
- **Peter M. Senge, (1990),*The fifth Discipline,The Art of Practice & Learning Organizations*, 2nd Edition, Currency Doubleday.**
- **H. Rohm, D. Wilsey, G. Perry & D. Montgomery (2013),*The Institute way, Simplify Strategic Planning & Management with the Balanced Scorecard*, 1st Edition, Cary, North Carolina,The Institute's Press.**



Dr. Husam A. Alshareef
Master Coach, Strategist and Mentor