

Searchlight Review of competence

This guide specifies where a person's strengths will lie and identifies key areas for discussion at interview. You can structure the interview either as a "Behavioural Interview" where you are looking for real life examples under each of the Competencies or as a "Situational" interview where you pose a hypothetical situation and ask the candidate to outline how it would be handled. For more detail see the Searchlight Guide to Interview.

Competence can be defined as: 'behavioural dimensions that affect job performance'. Defining the key competencies required for a job is the first step in deciding who is 'competent' to perform it well. Research over many years has identified the following competencies to be related to success in many different managerial roles - a set of core competencies for success:

Leadership

Using appropriate methods or interpersonal styles in guiding individuals or groups toward the accomplishment of goals or tasks. This competency is concerned with the ability to adjust behaviours and approaches according to the situation and individual concerned.

The Facet5 model of leadership differentiates between Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is inspiring people to go above and beyond expectations.

Communication

The ability to express ideas succinctly and clearly, both orally and in writing, to convince others to consider a different point of view and to keep appropriate people informed of project progress.

Clarity, persuasiveness, enthusiasm and conviction are all relevant factors. While intellect will have a major contribution to make, social skills, confidence, resilience to stress and challenge are all influencing factors. Openness and willingness to co-operate are also important factors.

Interpersonal

The ability to be acceptable to internal and external clients and to respond quickly to their needs. Someone demonstrating this competency should be able to deal competently with a wide variety of people, both inside and outside the company.

The key to this is sensitivity to others and willingness to adapt appropriately. It has very little to do with being a "nice" person and more to do with empathy, pragmatism, flexibility. Some are people oriented, others, systems oriented, yet others concerned with ultimate goals or simply innovation and variety

Analysis and decision making

The capacity to identify problems, evaluate relevant facts, generate ideas and alternatives, and reach sound conclusions.

This is often seen as a sequential process starting with experience and moving to idea generation, analysis and finally theory building. Each personality factor has a strength but people are rarely good at all of these aspects. Complex problems may require all approaches to be used.

Initiative and effort

The active attempt to influence events in order to achieve goals.

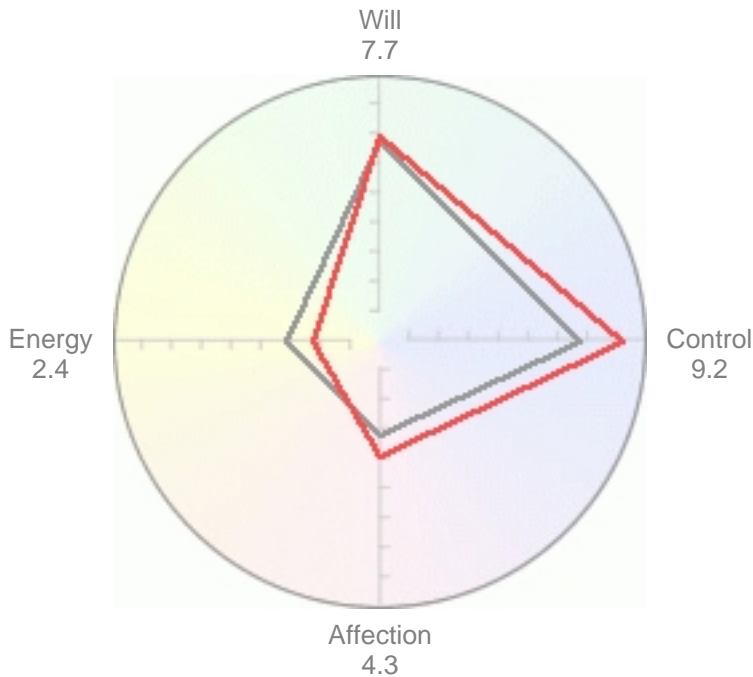
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, others determine their own targets and judge their own performance.

Planning and organising

Establishing a course of action for self and/or others to accomplish a specific goal, including planning the proper allocation of resources. This competency is concerned with establishing goals, budgeting time and setting priorities.

Self-discipline and goal-orientation are essential factors. Some people are naturally focused and do not overlook details, while others are only interested in the broad-brush approach.

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People like Jennifer are potent members of any organisation. There is a strong sense of purpose and firm ideas of how goals should be achieved. Jennifer is task oriented and keen to achieve measurable results.

Leadership

You should expect:

- impressive with a sense of purpose
- presents objectives clearly to others
- gives feedback quickly
- monitors performance closely

You should watch for:

- demanding but rather unsympathetic
- can limit freedom and creativity

Interpersonal

You should expect:

- very professional and polished
- highly respected within an organisation
- appreciated for ambition and drive
- aware of business needs

You should watch for:

- intolerant of people who don't "fit"
- argumentative when people disagree

Initiative and Effort

You should expect:

- quick to take responsibility
- committed and goal-oriented
- drives hard and expects others to follow
- forceful in the pursuit of goals

You should watch for:

- expects people to do as they are told
- unwilling to make allowances

Communication

You should expect:

- expresses views forcefully
- concise in expression and plans carefully
- uses formal communication watches well
- expects people to get to the point

You should watch for:

- clinical and pragmatic
- sharply critical when disagreeing

Analysis and Decision Making

You should expect:

- efficient and practical decision-maker
- analysis based on logic and data
- quick to decide and to implement
- manages risk well

You should watch for:

- failing to consult
- disparaging others' ideas

Planning and Organising

You should expect:

- thinks ahead and builds workable plans
- delegates and gives clear instructions
- sets goals and monitors performance
- makes good use of available resources

You should watch for:

- entrenched and rigid once set on course
- sees people as "tools of the trade"