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Intro to Working with Competencies

Applying the Korn Ferry Leadership Architect

Objectives

- + Associate NWEA Values with competencies
- + Use the FYI book to Identify skilled, talented, unskilled, and overused for each competency
- + Coach individuals using competencies
- + Assign competencies to job roles and job descriptions
- + Describe how competencies are used in the hiring/promotion process

Engagement Survey

- + 60% My manager communicates well with me, giving me clear feedback on my work
 - 40% don't
- + 55% I understand career opportunities at my organization
 - 45% don't
- + 53% I understand how my performance is evaluated
 - 47% don't

The Basics



Competencies drive the organization's purpose



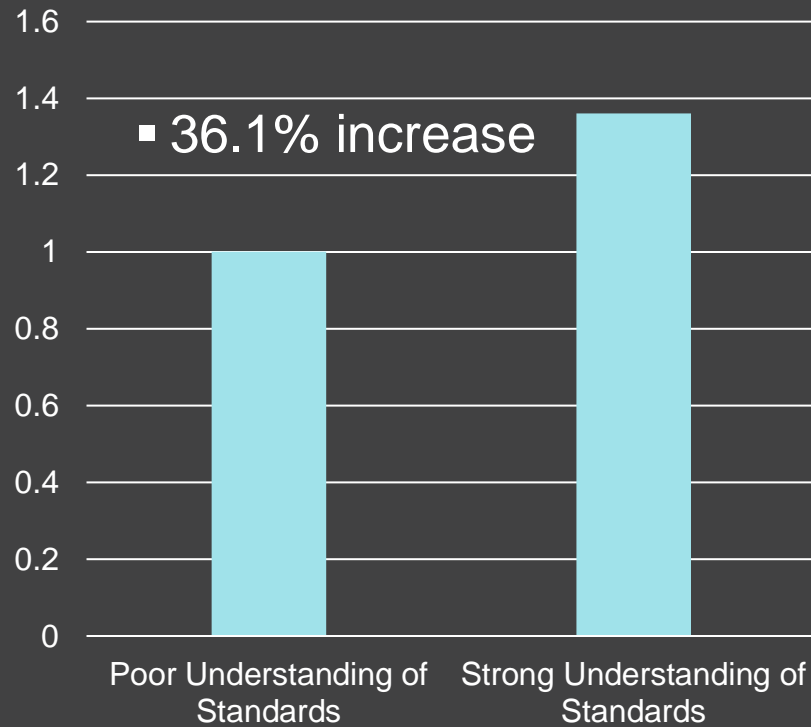
What Is A Competency

Observable and measurable skills and behaviors that contribute to workplace effectiveness and career success.

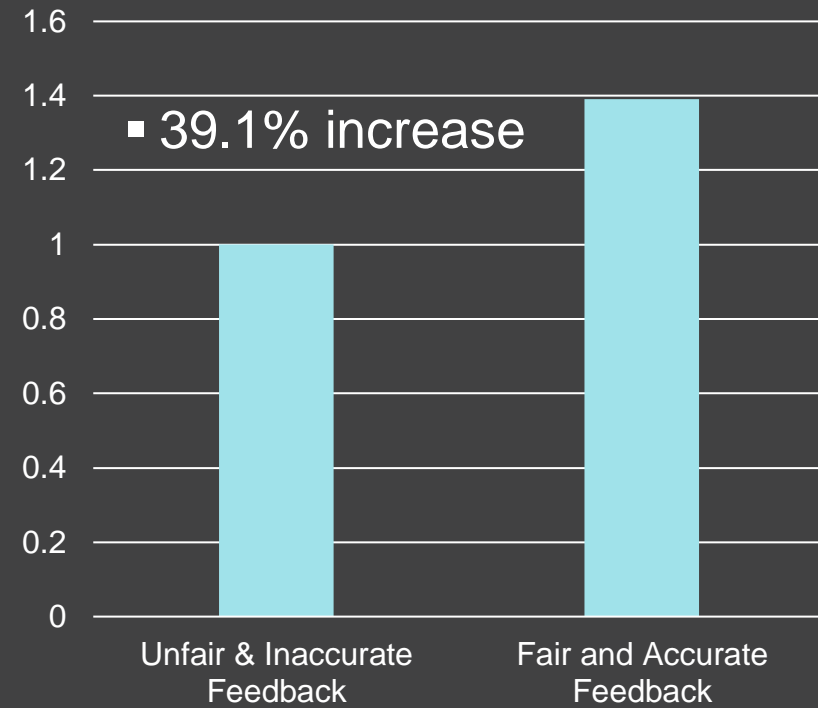


The Case for a Competency Model

Impact of Employee Understanding of Performance Standards



Impact of Fairness and Accuracy on Informal Feedback



Competencies in Context

Skills and behaviors required for success that can be observed.

For Example:

Decision quality, strategic mindset, global perspective, and business insight

Competencies

Assignments or roles that prepare a person for future roles.

For Example:

Functional experiences, international assignments, turnarounds, and fix-its.

Experiences

Inclinations, aptitudes and natural tendencies a person leans toward, including personality traits and intellectual capacity.

For Example:

Assertiveness, risk taking, confidence, and aptitude for logic and reasoning.

Traits

Values and interest that influence a person's career path, motivation and engagement.

For Example:

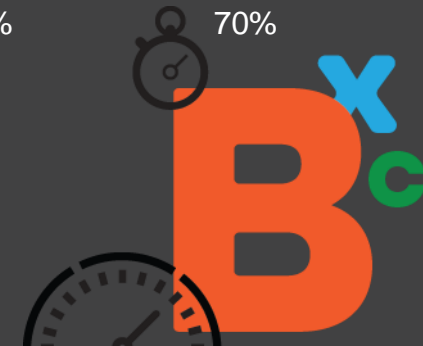
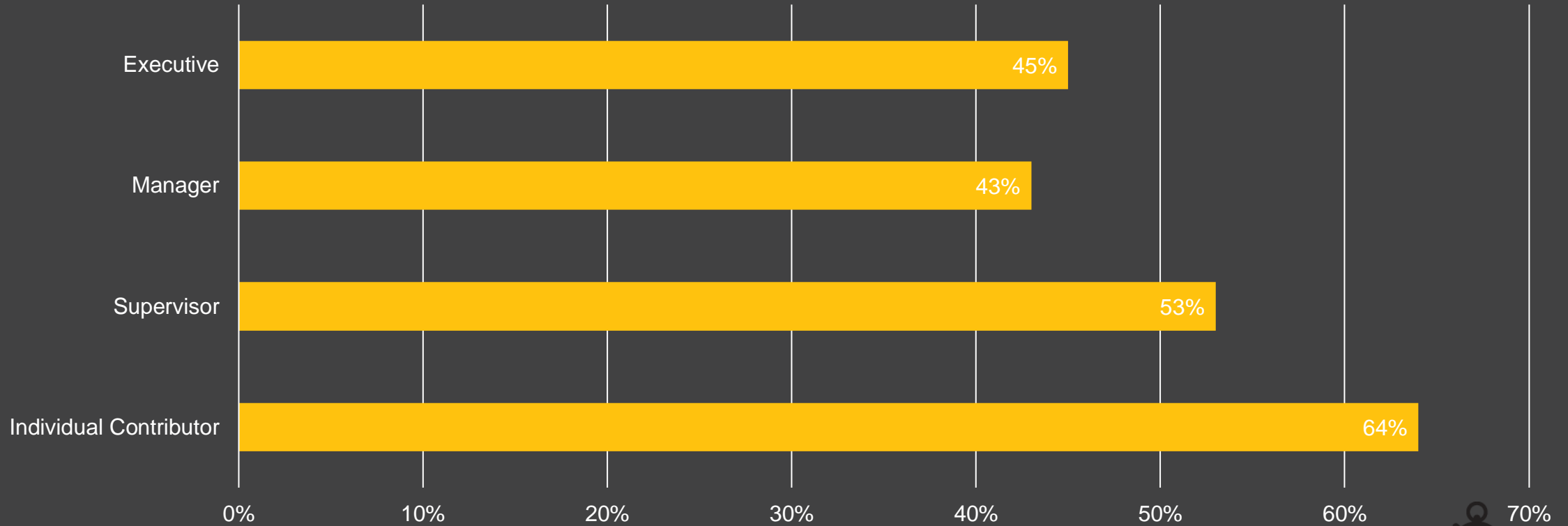
Power, status, autonomy, and challenge

Drivers

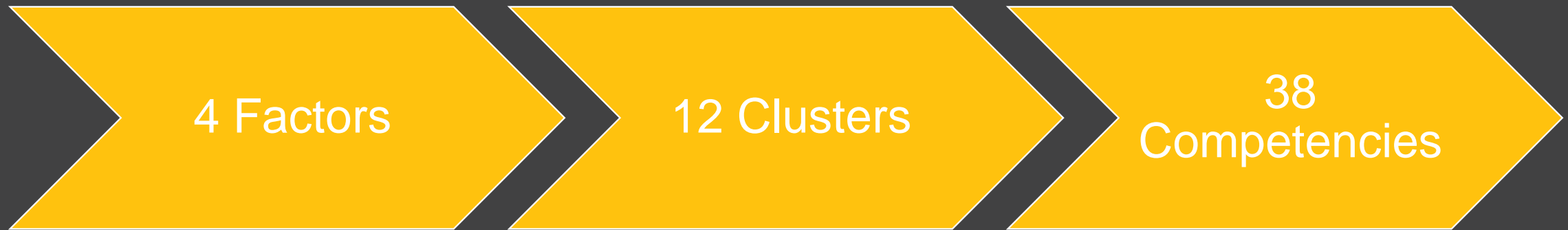


Competency proficiency matters a lot

Variation of job performance



Korn Ferry Leadership Architect





Skilled

Talented

Less
skilled

Overused
skill



Vision & Values



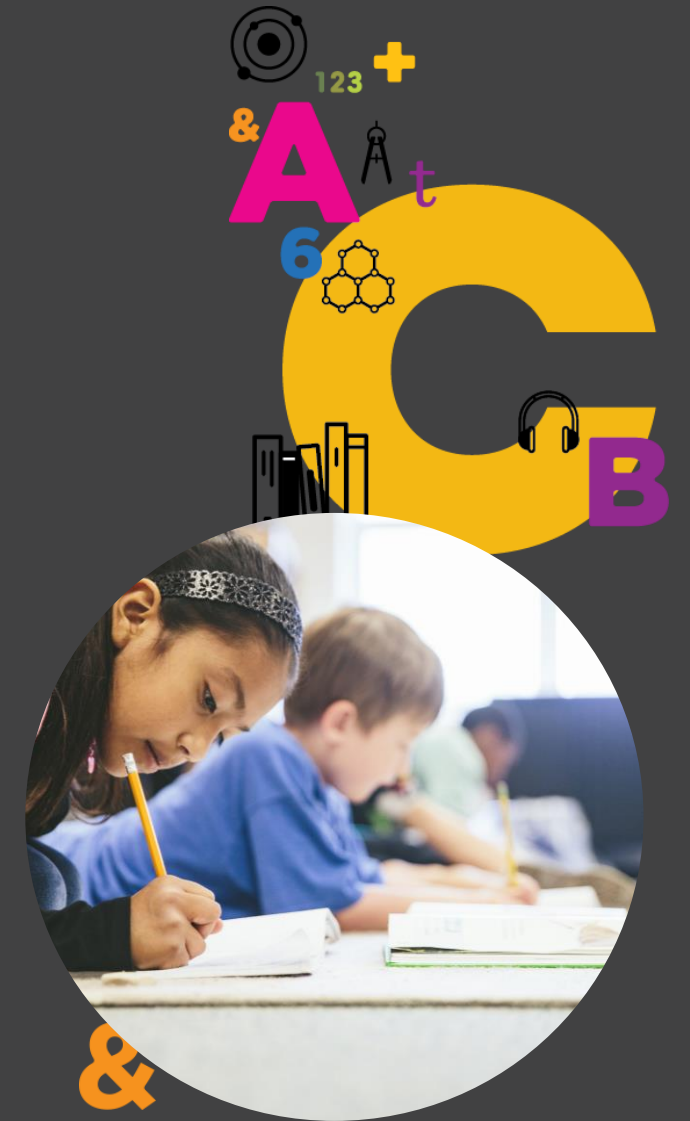


**NWEA positively transforms
education to accelerate
growth and mastery for each
student.**



NWEA Values

- + Honesty and Integrity
- + Care and Respect for All Stakeholders
- + Collaboration and Accountability
- + Courage
- + Success
- + Joy



Activity: Our Values

- + Using our 6 values, assign competencies to each one
- + Based on your observations within NWEA, think about the supply of skilled/talented individuals for each competency you have assigned. Put the competencies in order from lowest supply to highest supply
 - For the purposes of this exercise, overuse is the same as unskilled

Discussion: Competencies and our values

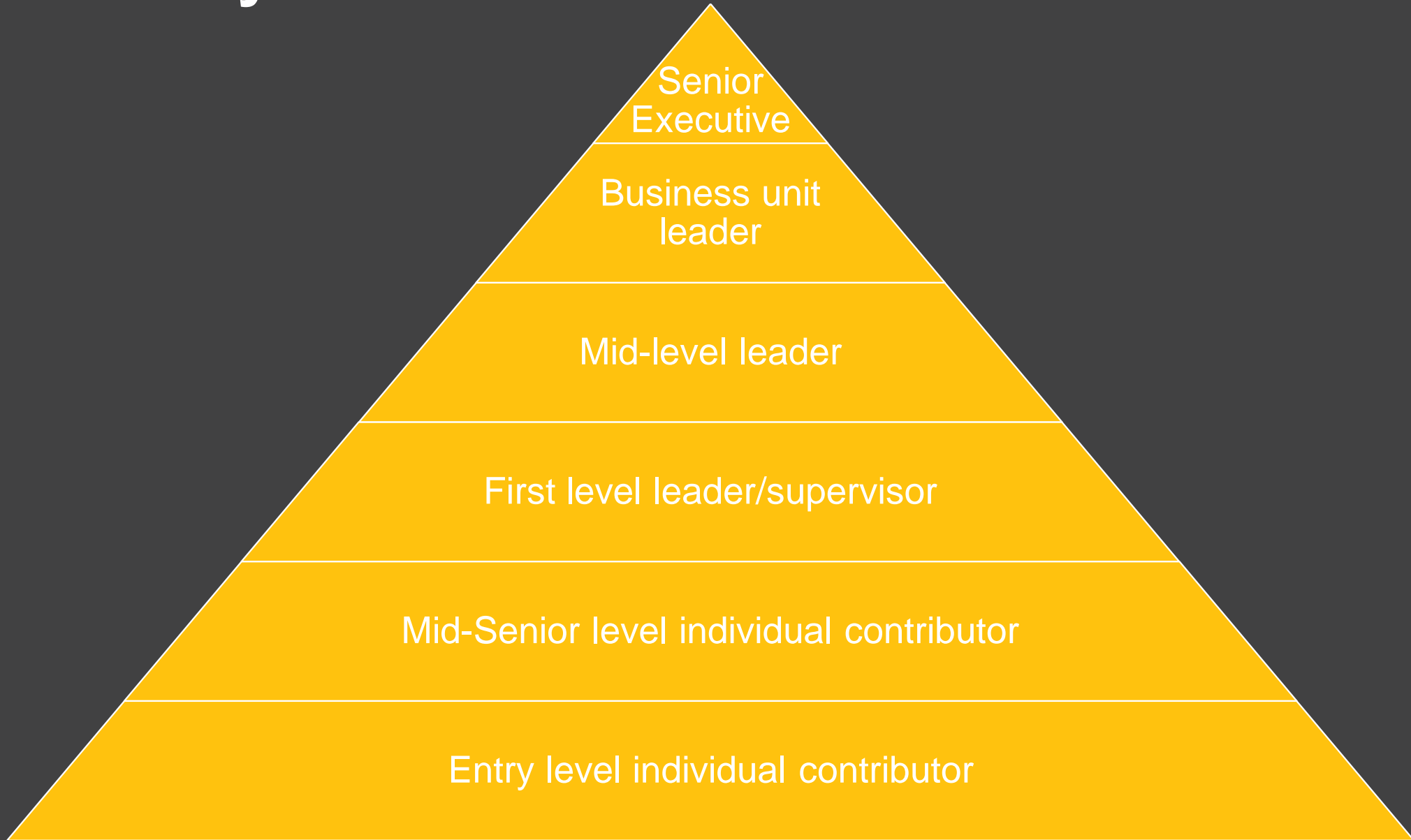
- + Were you surprised by anything?
- + What value do we have the greatest supply of talent in? What about the least?
- + How do you think a competency model can help?



Competencies and Job Roles



Job Hierarchy

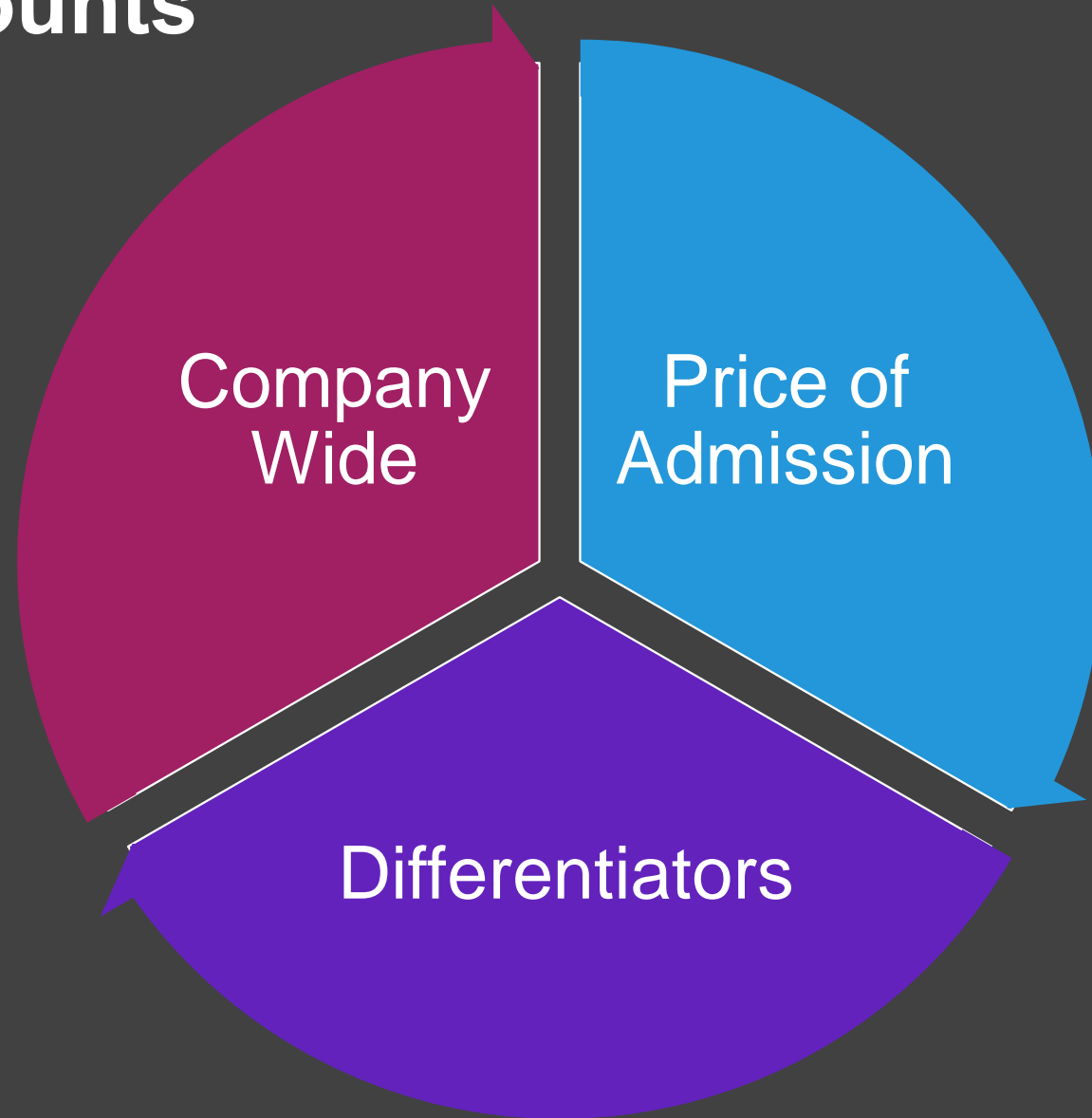


General Guidelines

- + Lower positions generally have fewer competencies assigned to them
- + Not all competencies have the same level of difficulty to develop
- + Not all competencies have the same supply
- + There are many ways to approach a competency model



Partner Accounts



Account Executive

- + Able to successfully move deals through the sales cycle, negotiate and close deals
- + Proven track record of selling success and ability to exceed personal and team goals
- + Skilled in analyzing and translating complex partner requirements into NWEA business offering, resulting in sound business and relationship decisions
- + (Major, National) Assist in defining and evaluating deliverables, parameters and language for partnership and agreements and contracts
- + Aptitude to inspire, unify and lead cross-organizational teams
- + Consistently apply proven sales methodology (i.e. Miller Heiman, Strategic Selling)

Account Executive

- + Excellent project management and organizational skills
- + Exhibit excellent written and verbal communication skills, including high caliber presentation skills
- + Demonstrate commitment to the NWEA mission and culture
- + Ability to successfully manage sales relationships, pipeline and opportunities in CRM system (Salesforce preferred)
- + Exhibit knowledge of education market, school and business operations and functions with ability to have impactful conversations with senior school and district contacts and administrators
- + Effectively work with Partner Accounts team and NWEA organization with demonstrated ability to work effectively with a wide range of individuals and independently

Discussion

- + Were there any surprises?
- + Do the competencies reflect the position?
- + What value do you see in doing this exercise with other positions?



KFLA Norms and Performance Correlations



Activity: Competency Assignment for Account Executive

- + Start with the top third for Mid-senior level individual contributor
- + Use the FYI book to correlate desired behavior
- + Sort cards help
- + Limit to 7 (price of admission)
- + 3 differentiators (nice to have)

Discussion: Competency Assignment

- + What was most challenging?
- + What was the least challenging?
- + How do these competencies compare to the ones from the job description?



Coaching & Development



Feedback

- + Critical to improving performance
- + We don't get/give enough feedback
- + Individuals look for feedback that is balanced
- + Feedback can be ineffective depending on how it is delivered



The Feedback Sandvich



Why it doesn't work

- + Does little to increase effectiveness
- + “Waiting for the other shoe to drop syndrome”
- + Obscures the real meaning
- + Diminishes the worth of positive feedback
- + Inaccurate self-assessments
- + Positives tend to stay the same resulting in reuse



**Your job, as leaders, is not to
make people feel better, but
help them reach their
potential**



Using Competencies

- + Objective and measurable
- + Removes judgement
- + Minimizes ambiguity
- + Coaching is about the behavior/competency, not the person
- + Consistent language

Collaborates

Skilled

- + Works cooperatively with others across the organization to achieve shared objectives.
- + Represents own interests while being fair to others and their area
- + Partners with others to get work done
- + Credits others for their contributions and accomplishments
- + Gains trust and support of others

Talented

- + Models collaboration across the organization
- + Facilitates an open dialogue with a wide variety of contributors and stakeholders
- + Balances own interests with others'
- + Promotes high visibility of shared contributions to goals.



Collaborates

Less Skilled

- + Overlooks opportunities to work collaboratively with others
- + Values own interests above others'
- + Shuts down lines of communication across groups
- + Prefers to work alone and be accountable for individual contributions

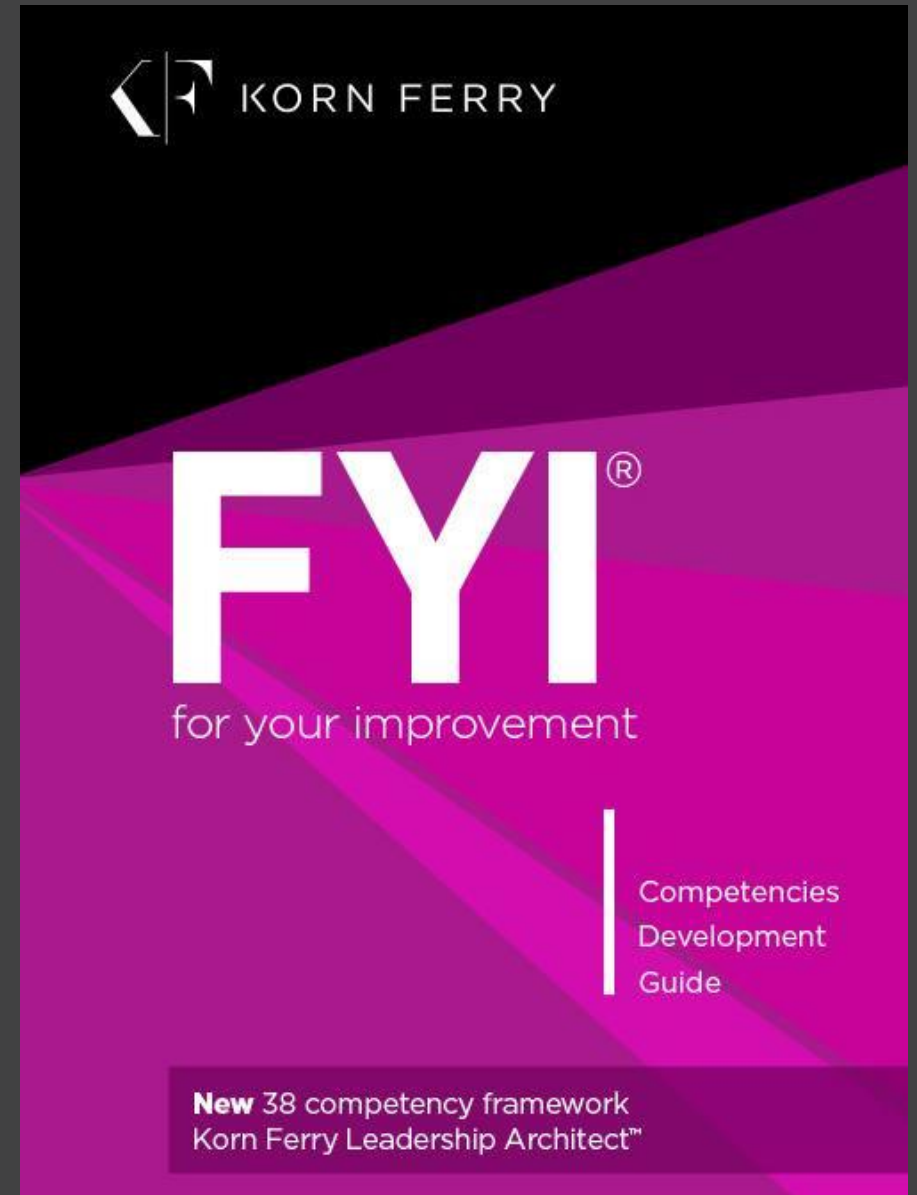
Overused Skill

- + Is overly consensus-driven and struggles to make decisions in a timely manner
- + Risks being perceived as lacking courage and failing to stand up for own beliefs
- + May be too accommodating
- + May prioritize collaboration at the expense of making tough decisions

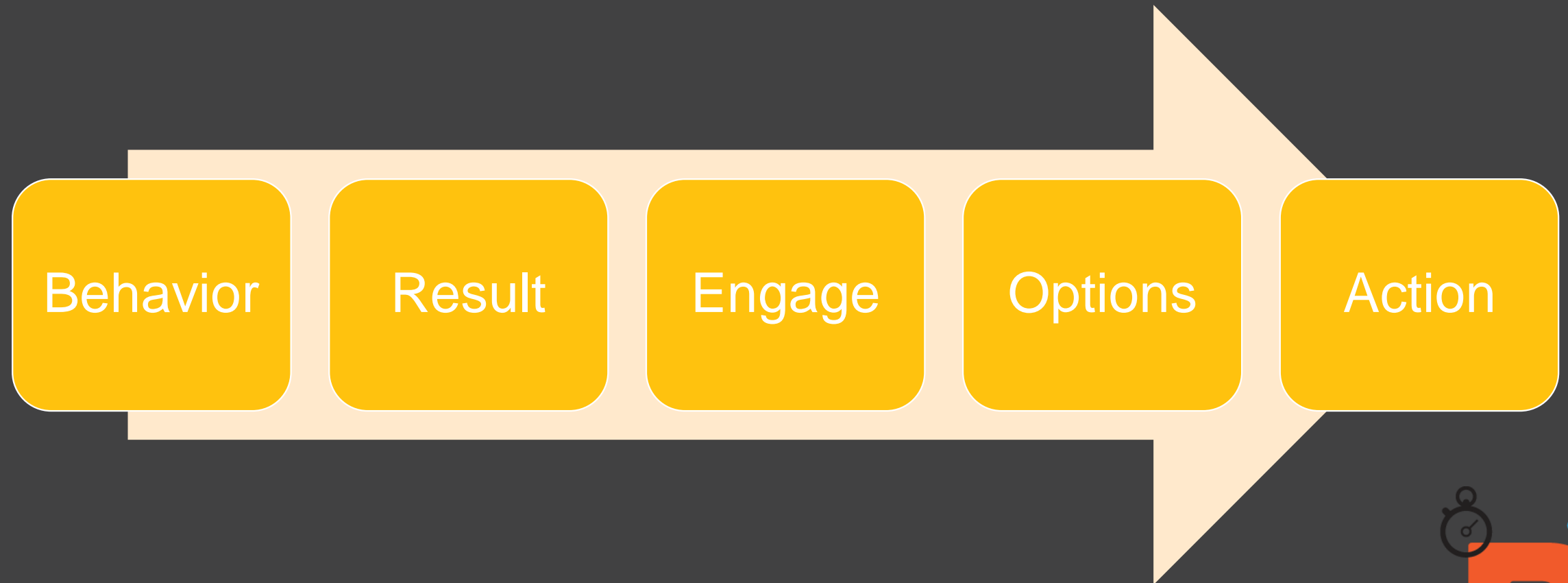


Discussion: Collaborates

- + Collaborates: #6 page 63
- + Introduction
- + Possible causes of lower skill
- + Brain booster



Coaching Method



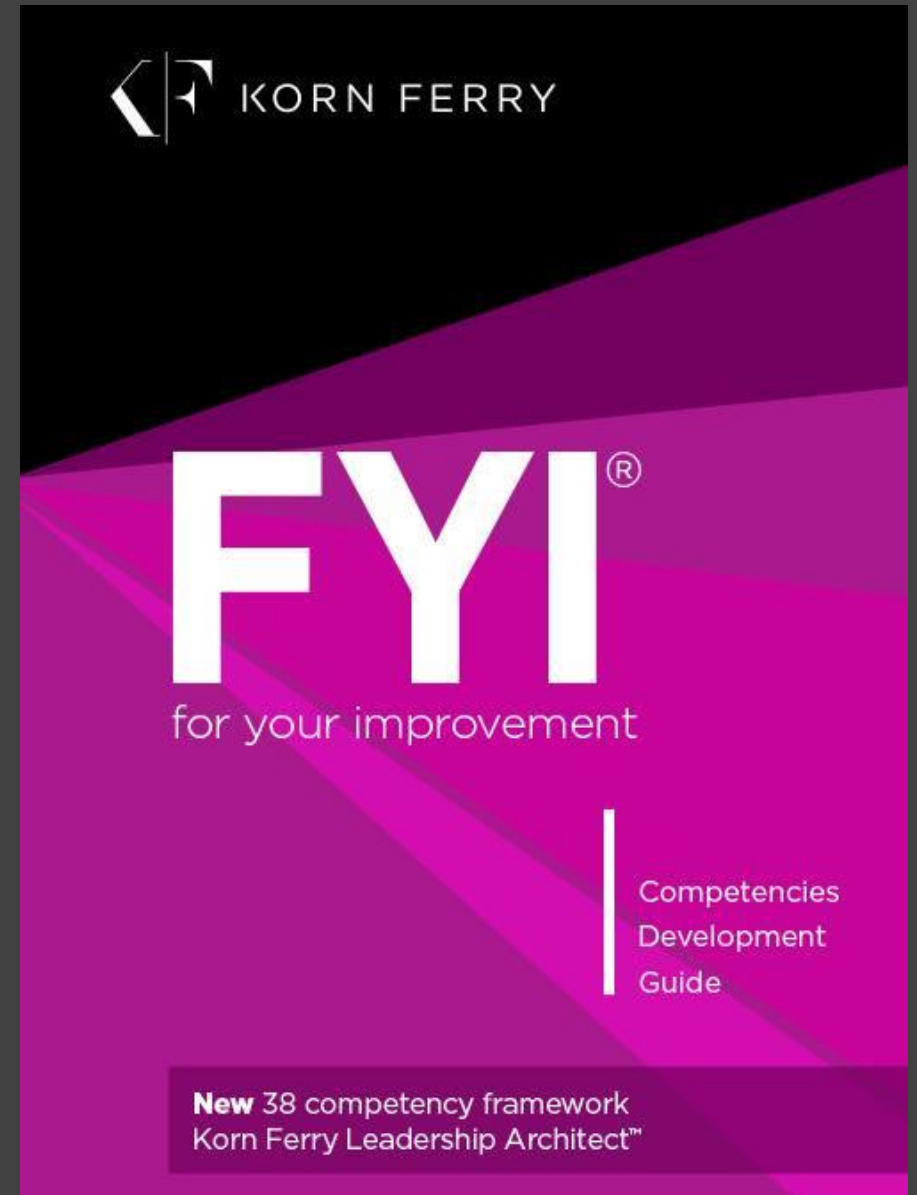
Activity: Competency Coaching

- + What behavior did you identify?
 - Where does this fall in the FYI Book?
- + What was the result?
- + How might you engage with Jack?
- + What are some options for development?
- + Create an action plan.
 - SMART Goals
- + Repeat in groups for Scenario 2



Development

- + Career path
- + Differentiators
- + Objective Measures
- + Common Language



Talent Selection

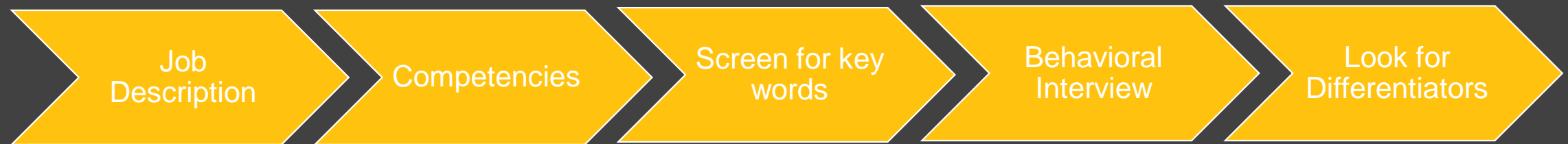


Discussion: Talent Selection

- + How might you use competencies in the selection process?
- + How might you use competencies in career pathing?
- + How might you use competencies in succession planning?
- + What does it look like now?



Talent Selection Process



Activity: Talent Selection Process

- + How do you see us using competencies in our selection process?
- + Collaboration is a value of the organization, what are some behavioral interview questions we can ask to screen for that competency
- + Using the competencies you defined for the Account executive, what are some behavioral interview questions we can ask during an account executive interview?



Wrap up



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Thank You