



# Paris Phoenix Group

## Case Study: Competency Model for Managers

*This is an example of a process we have used successfully with several companies, and tailored the approach to the size of the company or group. Each Competency model is created uniquely for the client to support their business strategy, set expectations for exemplary performance behaviors, and reinforce the culture they desire.*

### Business Context

This project was designed for a non-profit of approximately 225 employees, including 40 managers. We had previously worked with this client to define their company's cultural attributes and had conducted their all-employee survey. With that knowledge, they learned that expectations for managers and how they managed people were inconsistent. Their need was to make the expectations consistent, and more importantly, make the behaviors consistent and raise the bar of managerial performance. In addition, they wanted to make sure that managers were clear about the behaviors that were required for the future culture.

## Process/Method of Research and Development

Through interviews with senior leaders, we identified and developed working behavioral definitions of the competencies, including behaviors for different proficiency levels which would allow for growth within the competency and support exemplary performance.

## Feedback and Validation

Through interviews with 12 high-performing managers and worksheet-type assessments, managers provided feedback, examples, and additional information impacting the competency model.

## Edits/Iteration

Based on leader feedback and manager feedback, edits to the model were made.

## Alignment

As a performance management refinement process was also occurring simultaneously to this work, the two groups met to ensure alignment across the model (and related tools for development), and the intent and goals of the performance management form. Alignment was also sought to the overall business strategy of the organization and the cultural attributes that they wanted to change. The competency model was reviewed to ensure this alignment and that additions to the model were intentional to drive performance to the business strategy within the desired culture.

## Support Materials

Materials such as an Introduction to the Competency Model and Self-Development Guide were created which were to be used internally to roll-out the model with managers and support their on-going development.

## Implementation

All managers were introduced to the new competency model in an off-site managers-only meeting. They were able to learn about the model, discuss how it would change how they manage employees, role play example situations in a new way, and begin to work through development plans for themselves.



## Outcomes

The Competency Model has enabled managers to see consistency between their roles and made more explicit expectations of their performance and development. The organization has followed-up with development programs and speakers aligned to the competency model to encourage managers to develop the areas indicated in the competency model.

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### Notes...

A similar approach was used for a local insurance company to define a competency model for all employees. The implementation of their model also included a Team Meeting Guide, a set of Competency Cards, and a One-on-One (manager to employee) Discussion Guide to create development plans for each employee based on their new competency model. The competency model was then used recently as the foundation for an employee feedback survey for managers' capability and culture change.

*Through customized business solutions, Paris Phoenix Group helps answer complex organizational questions around employee issues. Our consultants focus on understanding how the employee perspective fits into the organizational people system. Each of our customized solutions is founded on a rigorous research approach. This allows us to provide our clients with well-founded and effective solutions to meet their business needs.*