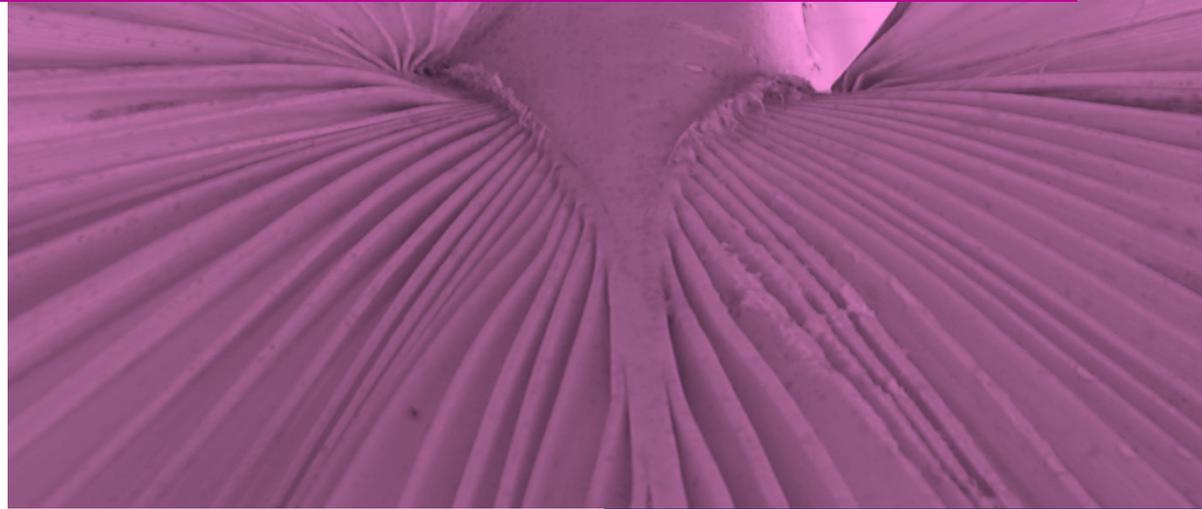


# „Global Skills & Competencies Modeling“

## Designing a Skills & Competencies Set to Foster Global Organizational Transformations

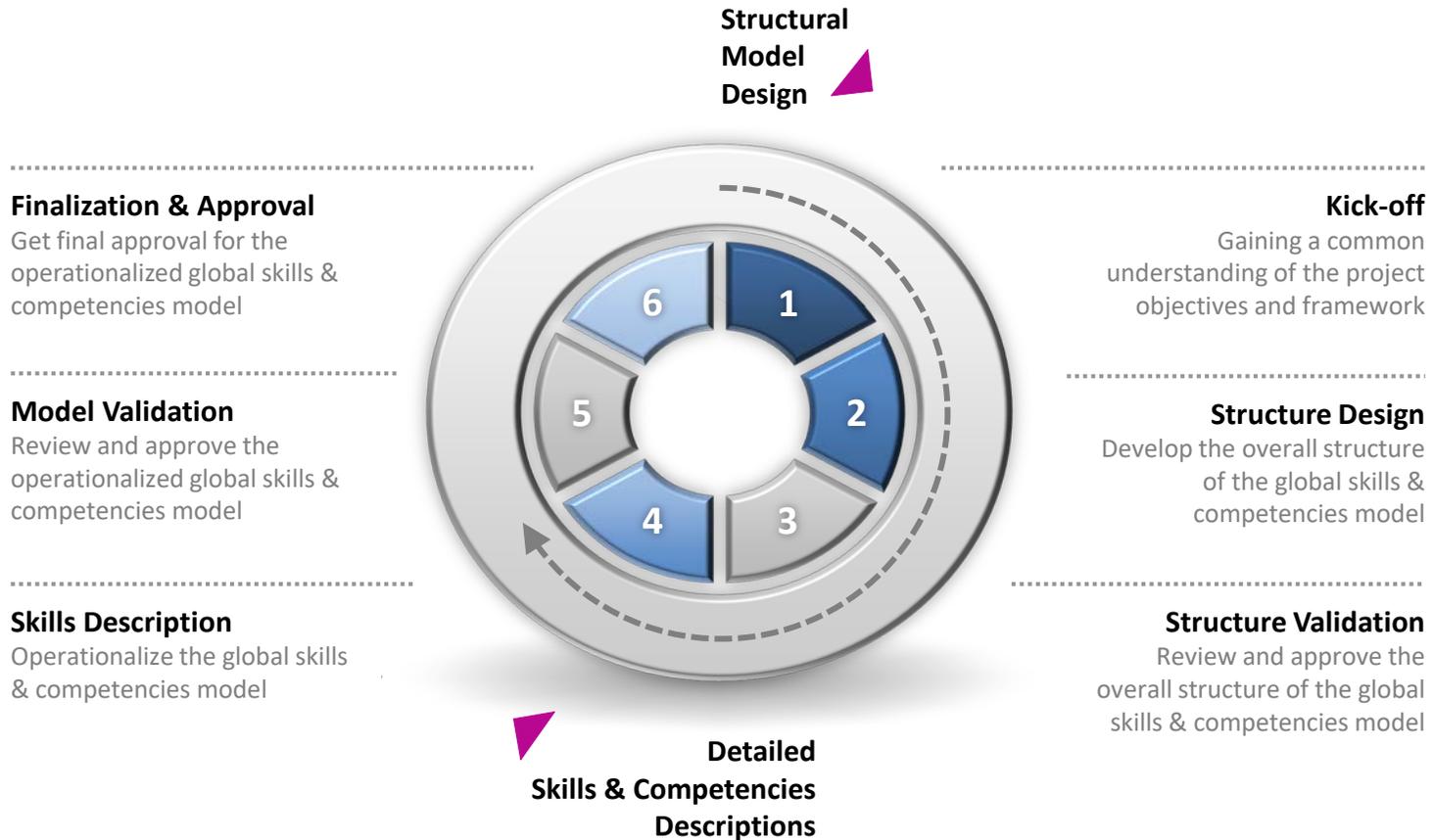


Ralf Hendrik Kleb, Managing Partner

**Baumgartner & Partner**  
Management Consultants GmbH

# An Effective Project Approach

## Global skills & competencies modeling in six steps



## Impact on Overall Model Design

Model complexity depends on application areas and expected business benefits

» **Strategic framework**

- mission
- vision
- values

» **Organizational framework**

- global reach
- cultural diversity
- diversity of jobs

» **Expected/perceived practical benefits for business**

- skills vs. competencies
- business-driven vs. HR-driven



» **Existing/currently planned HR and leadership tools**

- job grading
- career architecture
- leadership competency framework
- HRIS (HR-IT Solutions)

» **Target areas of application**

- job profiling
- workforce analytics and planning
- recruiting and staffing
- performance appraisals and rewards
- dialogue and feedback processes
- career modeling and talent development
- succession management
- mobility management
- diversity management

## Step 1: Kick-off

### Gaining a common understanding of the project objectives and framework

Kick-off

Structure  
Design

Structure  
Validation

Skills  
Description

Model  
Validation

Finalization &  
Approval

#### Project Tasks

- » Gathering of relevant information
- » In-depth briefing on project framework, organization and culture
- » Analysis of leadership tools, job grading, talent and performance management processes
- » Review/specification of project objectives, schedule and interfaces

#### Results/Deliverables

- » Common understanding on organization and culture
- » Common understanding of related tools, processes and projects
- » Reviewed project objectives and schedule
- » Clarity of roles, interfaces and accountabilities

#### Approach/Participants

- » Briefing session with project manager and Global Head of HR
- » Analysis of relevant documents (B&P)
- » Summary of key findings and definitions (B&P)

## Step 2: Model Design

### Develop the structure of the global skills & competencies model



#### Project Tasks

- » Develop the overall structure of the global skills & competencies model
- » Define the required degree of differentiation by job families, roles or staff levels
- » Define the degree of compatibility with the leadership framework, job grading method, ...
- » Define selected skills & competencies areas
- » Define suitable rating scale(s) for skills & competencies assessments

#### Approach/Participants

- » Evaluation of leading practices (B&P)
- » Model design workshop (B&P)
- » Review workshop with project manager

#### Results/Deliverables

- » Defined overall structure of the global skills & competencies model
  - skills & competencies areas
  - differentiation needs regarding job families, roles, job grades, ...
- » Defined application areas and rating scales for appraisals

## Step 3: Design Validation

Review and approve the structure of the global skills & competencies model



### Project Tasks

- » Review the proposed model design within the global HR community
- » Review the proposed model design with selected top executives and managers

### Approach/Participants

- » Review meeting / conference call with the global HR team
- » Gathering feedback from executives and managers in personal interviews, via telephone calls and/or emails

### Results/Deliverables

- » HR approved global skills & competencies model design as basis for operationalization
- » Business approved global skills & competencies model design as basis for operationalization
- » Gathering change requests

## Step 4: Skills & Competencies

### Operationalization of the global skills & competencies model



#### Project Tasks

- » Specify/describe approved and customized levels of global skill & competency requirements, e. g.
  - project management
  - foreign language skills
  - intercultural skills

#### Results/Deliverables

- » Operationalized global skills & competencies model with specified proficiency levels

#### Approach/Participants

- » Evaluation of leading practices (B&P)
- » Skills specification workshop (B&P)
- » Review workshop with project manager

## Step 5: Model Validation

### Review and approve the operationalized global skills & competencies model



#### Project Tasks

- » Review the operationalized model within the global HR community
  - contents/critical incidents
  - observability
  - phrasing/wording
- » Review the operationalized model with selected top executives, managers and employees

#### Results/Deliverables

- » HR approved descriptions of global skills & competency requirements
- » Business approved descriptions of global skills & competency requirements
- » Gathering change requests

#### Approach/Participants

- » Review meeting / conference call with the global HR team
- » Gathering feedback from executives, managers and employees in personal interviews, via telephone calls, emails or focus group workshops

## Step 6: Finalization & Approval

Get final approval for the operationalized global skills & competencies model

Kick-off

Structure  
Design

Structure  
Validation

Skills  
Description

Model  
Validation

Finalization  
& Approval

### Project Tasks

- » Analyze the feedback and change requests from global HR team (and additional sources)
- » Modify content, prashing and wording
- » Document the operationalized global skills & competencies model
- » Get approval from global HR team and global executive team

### Results/Deliverables

- » Documentation of the finally approved global skills & competencies model

### Approach/Participants

- » Skills & competencies rephrasing workshop (B&P)
- » Final documentation
- » Present final version in global HR team and global executive team

## Your Contacts

Phone: +49 (40) 28 41 64 – 0



**Prof. Dr. Michael Heuser**

Consulting focus:

- Integrated Talent & Performance Management
- Career Architecture Design
- Executive/Management Development
- Building & Auditing Corporate Academies



**Ralf Hendrik Kleb**

Consulting focus:

- HR Strategy & Implementation
- Integrated Talent & Performance Management
- Career Architecture Design
- Job Profiling & Job Grading
- Skills & Competencies Modeling



**Kenji Makita**

Our experienced consultants work globally.

Phone:  
+49 (40) 28 41 64 – 0