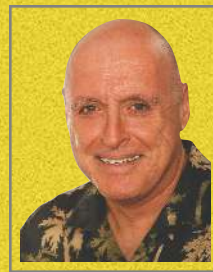


THE EXTRA POINT

BY JERRY ROBERTS



856 Identifying and Improving Competencies

If I asked you to list the individual areas of your job that you are competent in, could you do that? If I also asked you to describe the level of each competency, do you think you could accurately pinpoint that level? I'm Jerry Roberts and today, let's focus on clarity about competency. That's next, on The Extra Point.

Whatever your job is, it's likely that you perform a number of functions in order to fulfill your responsibilities. Each of those functions is a competency. So, to satisfy the first part of the exercise, list what those are.

Then decide your level of competence for each. If you're new to it, that's one point. If you're growing in the skill, that's two points. If you feel that you are good, rarely need supervision to perform well, and your boss recognizes you for that specific talent, that would be three points. Finally, if you could coach others from newbie and one point, to being good and three points, that's the top score of four points.

Invite your boss to be a part of this exercise. You can rate yourself, have your boss add his/her rating, and then compare the two. Once the competencies are listed and the scores entered, then you can begin to develop a plan for improvement.

As an example, we'll say you are a manager for your company. Your key competencies could include:

- Setting goals with team members
- Negotiating contracts
- Reading financial statements
- Managing performance
- Sourcing vendors
- Understanding supply chain issues
- Making oral presentations

When you did the rating you found that you're a two with goals; negotiating is a two; financial statements gets one; managing performance

is two; sourcing vendors earns a four; three on supply chain management; and you get also get three on presentations. If the goal is to be a three or four in all areas, then we have some gaps to fill.

If I'm your supervisor, I might get you coaching on financial statements, where you scored one. You had two and are growing in setting goals, negotiating, managing performance, and presentations. If the desire is to move up to a three, we can then prioritize those.

Supply chain issues scored three, and we're satisfied with that. Your score of four on sourcing vendors could lead to you teaching others who are just learning that process.

If our overall goal is to grow talent, then we would do well to recognize the method of incremental and continuous progress, what the Japanese call *kaizen*.

Our days and jobs are a blur. Unless we hit the brakes, sit down and look at what we do in terms of competencies, and we're honest in our self-appraisal of where we stand on those, improvement is going to be elusive. Days will turn to weeks, weeks to months, and months to years — and we won't be where we want to be. I think that can be avoided.

It's a process. What are your competencies and how do you rate? Where do you want to be? What are the gaps? What are you and your boss going to do about them?

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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