



## COMPETENCY DEVELOPMENT

Most Fortune 500 companies have job competencies in place. Job competencies are defined as the skills, knowledge, personal characteristics, and behaviors needed to effectively perform a role in the organization and help the business meet its strategic objectives (Lucia).

A competency model is simply a tool that defines and describes job competencies, usually a document or an electronic measurement tool. In some organizations training is closely aligned to competency development. Because competencies play such a key role in driving business objectives, organizations that implement training based on job competencies usually yield better business results.

Job Competencies fall into two categories, technical and behavioral:

- **Technical Competency:** What you need to know and be able to do (knowledge and skills) to perform your job.
- **Behavioral Competency:** What you do when you are applying your knowledge and skills on the job.

According to the most recent research, behavioral competencies are better determinants of overall success than technical competencies.

Technical competencies are “must haves.” Although there are different levels of expertise within a particular technical competency, the competency must exist to successfully accomplish a job function. Behavioral competencies are “should haves.” They are behaviors that a learner “should have” to help him/her be more successful. They are less tangible and less measurable.

Both types of competencies significantly contribute to job performance and success factors. Behavioral competencies, however, appear to be better predictors of the individuals who will become organizational leaders and high performers.

If your organization has an existing competency model, do the competencies fall more within the technical or behavioral definition? Competency models are most successful when linked to coaching and training. If job competencies are not trained and coached consistently, the organizational competency model will not drive business results or support strategic business objectives.



Job competencies that are incorporated into training, coaching, and leadership are more productive for developing organizational leaders, aligning with organizational strategy, and increasing the skill set of the learner over time.

- Do you have an existing competency model that needs to be reassessed and/or adjusted to include more behavioral competencies? RightHands Resources will assess your current model and provide the expertise to expand the model to address behaviors that lead to success.
- Do you need to align your current competency model with training and/or coaching? RightHands Resources will work with you to align your model to training projects, training metrics, and coaching and leadership practices.
- Do you need to develop job competencies for a group within your organization? RightHands Resources will work with you to provide job competency experts, develop training on the model, create correspondence for stakeholders, and arrange a training event.

**CONTACT RIGHTHANDS RESOURCES TO HELP  
YOU MEET YOUR LEARNING OBJECTIVES.**