Chapter 8  Recommendations

8.0.0.0 Introduction

It is often a source of great pity when Organizations do not recognize the value of employees to the success and future of an Organization. While platitudes talk about the importance of employees are often thrown around, real efforts to invest in employee growth are rarely ever taken. Maintenance, upgrade and repair apply to not just company technology and equipment but also employee assets. More often than not, employee assets are allowed to be stagnant and rot.

It is not as if the employers are dishonest or evil, the problem lies in the failure to understand the relation between employees and the business results of an Organization. Companies are often misguided by the fact that strategies and planning are more important than employees. Whether this issue is poor allocation of resources or weak distribution systems or marketing, the area that should not be neglected in the assessment of the future of the Organization is that of employees.

Organizations that understand the link between the financial results of a company and the employees place themselves at a true competitive edge. By recognizing this link, the performance levels of employees are always given priority leading to their improvement which in turn will help in the achievement of the business goals. All businesses and enterprises are activated with the energies and skills of employees as the lack of directed activity from their part can only lead to an inefficient mobilization of business strategy.

Respect should be accorded to all employees of an Organization. The challenges and crises faced by employees should be encountered immediately as every second of the time of the employee translates to the output of an Organization.
It is significant to note that human resources is a relationship oriented culture that insists on the building of trust and cooperation. It is the duty of the HR Heads to cultivate an atmosphere of trust and cooperation which will allow employees to understand the value of their contributions to the Organization.

Employees should introspect on the role they perform and recognize their contribution to Organization goals. Self renewal exercises at both individual and group levels that can be administered with outside help too are extremely useful for employees. Renewal exercises in teams are building blocks for sustaining the development and are important for the industry. If possible they should undertake self renewal exercise at both individual and group levels and take help of outsiders if required. Organizational and team renewal exercises are building blocks for sustained development of Organizations and groups.

Companies that implement competency mapping require the establishment of smooth human resources planning. It is the first and necessary step for aligning HR with the Organizations strategic goals and objectives. An assessment of the supply of existing human talent, determination of current need and future demands for talent in the Organization are the primary objectives of HR planning.

It is the job of the HR Heads to always select employees with competencies that are closest to the Organizational goals. They must also determine the quantity and quality of work that is needed for the achievement of their Organizations strategic goals. It is also their responsibility to decide the conditions, methods of work and the delegation of work among employees and the characteristics of employees that will result in effective growth. They should maintain a data bank of information of employees’ competencies that should regularly be updated.

In an atmosphere of growing competition, competencies are the most important requirement for human performance. It is a qualitative assessment of talent. Each employee has a different talent and it is the role of the HR head to identify unique talents that are required for unique goals of business. It is necessary there exists a commitment
and allocation of resources to first identify the strategic objectivities and tasks of an Organization. Competency mapping in some levels of the Organization or in all levels of the Organization helps in the identification and development of competencies that can help in the fulfillment of the above mentioned objectives.

The HR departments of all Organizations need to determine and mix competencies for producing outputs that are needed by the customers of a business. The identification of competencies must be an outgrowth of the Organizations earlier work to identify its desired strategic operations. Once the above plan is implemented by the human resource department, employee recruitment and selection provide a way of finding talent with the sole aim of achieving Organizational growth.

Employee recruitment and selection are two important duties of the HR department. Recruitment is defined as the process of attracting as many qualified applicants as possible for existing and anticipated openings. The second process is that of selection which reduces the list of applicants to those who are most qualified to achieve the desired results. The job of the HR manager during this process is to predict what applicant is best for the Organizational and larger corporate environment. In the case of competency based Organizations, the recruitment begins when the management identifies key work roles and positions. Following this, there is a systematic and disciplined method to recruit and select looking for competencies that fit the descriptions enumerated earlier.

The competency based approach encourages managers and management personnel to make clear the verifiable, quantifiable results they expect from successful candidates before the selection is done. Selection process is now more effective because the turnover costs are vastly reduced since candidates are most likely to do well in jobs that match their existing competencies. This process also allows the HR manager an opportunity to develop competencies for new recruitments and also the positive reassignment of experienced employee. Exercises must be planned where competencies are updated and studied.
In the case of employee training, it should have an immediate and highly particular impact on the work performance of the employee and should be contextualized within the Organizations requirements and unique corporate culture. The main objective of the training program should be towards building employees’ competency to achieve exemplary performance rather than a mere matching of the employees abilities to work requirements.

Training according to the competency based approach communicates a common set of performance expectations on a consistent basis to every team member. The focus here is on fulfilling employees needs that support successful and creative team performance. This kind of training also helps to keep team members focused on the achievement of exemplary performance and also places an emphasis on the employees increased responsibility for increasing his/her own knowledge.

Another aspect of employee performance monitoring is that of performance management. It acknowledges competencies of employees as key performance drivers. It is multidisciplinary in nature and uses an integrated approach to competency development through training and development, employee performance appraisals and consistent and constructive feedback mechanisms.

The rewarding of employee performance is an important part of any Organizations overall HR strategy. With the world of work being highly competitive, there is a need for constantly rewarding good performances and valuing the contribution of the employee to business goals. Meeting benchmarks of outputs and exemplary performances should be rewarded thus reinforcing key competencies required to achieve those results.

Thus, in Organizations that implement competency mapping, employees are rewarded for achieving results in productive and efficient ways rather than simply mechanically carrying out work routines. This reward process will be seen as a highly effective employment incentive by employees who are highly motivated to do exemplary work.
It is necessary that Organizations incorporate the costs of these employee rewards into their budget.

Employee development is a continuous process that involves the enhancement of skills, knowledge and the pursuit of any activity that leads to continuous learning and personal growth. This growth focuses on the development of certain competencies that places the employee at an edge. In turn, this focuses on individual growth that leads to Organization growth. These development and training programmes serves as the essential strategic link between Organizations and their employees by emphasizing the development of employees’ competencies in ways that benefit both the Organization and the employee. Thus the focus is shifted from job-specific training to development of competencies that can be applied in varying situations.

8.1.0.0 Suggestions by the Researcher

From the study conducted by the researcher, it is clear that the implementation of competency mapping in an Organization increases business growth and performance.

In the light of these findings, one can recommend the following actions:

1. Competency mapping for Organizations that are still in a nascent stage.
2. Competency mapping for established Organizations that carry unique mission and vision statements.
3. The recognition of the importance of Training (Learning) and Development.
4. Chart out the steps involved in competency mapping.
5. Chart out the steps involved in implementation of competency mapping.

8.1.1.0 Competency Mapping for Organization still at a Nascent Stage

Organizations still at a nascent stage require special attention during the implementation of competency mapping. In these early stages of Organization development, the
competency mapping is different for the three levels of junior, middle and top management. The mapping described should take into consideration the general competencies required in all Organizations.

We shall first look at the general competencies required in a functioning Organization and the characteristics of these competencies at the three levels.

The first general competency is that of managing resources.

1. **MANAGING RESOURCES** is the Organization and utilization of people, information and financial resources effectively to achieve exemplary results.

**FIRST LEVEL**
- Monitors team resources while identifying and recognizing the need of additional resources
- Supports the larger business by sharing information and/or tangible resources when required
- The self is presented as point of escalation when for challenges, crises and conflicts arise
- Anticipates future resource needs that aid new initiatives
- Focuses on the minimization of cost consequences in the case of unforeseen setbacks
- Seeks to maximize efficiency by assessing costs and benefits of business processes
- Ensures that budgets are managed effectively by taking responsibility for assets
- Negotiates for resources on behalf of the Organization for maximizing efficiencies of an Organization

**SECOND LEVEL**
- Anticipates and mobilizes activity when future resource needs come up that aid new initiative
- Focuses on the minimization of cost consequences in case of unforeseen setbacks
• Seeks to maximize efficiency by assessing costs and benefits of business processes
• Ensures that budgets are managed effectively by taking responsibility for assets
• Presents a convincing and persuasive business case for resources when required

THIRD LEVEL
• Negotiates for resources for meeting business objectives
• Ensures maximized efficiencies by monitoring the use of the assets and resources of an Organization

2. PLANNING & ORGANISING is a general competency that is characterized by the skill of good time management, planning and prioritization of tasks.

FIRST LEVEL
• With minimal supervision, organizes own work agenda
• Monitors own progress systematically
• Identifies and communicates when deadlines are at risk
• Capable of coordinating diverse demands
• Demonstrates a flexible approach to meeting team objectives
• Helps in keeping others focused and motivated towards meeting deadlines and objectives
• Delegates and communicates effectively

SECOND LEVEL
• Creates lucid work plans for complex activities
• Works collaboratively
• Makes provisions for minimum impacts of disruption by demonstrating a quick vigilance for potential risks
THIRD LEVEL

- Reviews and monitors timelines for major Organizational change/initiatives.
- Identifies and communicates key priorities for the Organization

3. GOAL ORIENTATION is a competency where an employee demonstrates tenacity, perseverance and energy in the achievement of personal and Organization goals.

FIRST LEVEL

- Determination is shown in achieving individual objectives and goals
- Displays focus and drive in persisting through difficulties and challenges
- Takes the initiative in improvement of targets
- Sets high personal standards while consistently balancing output with quality
- Ensures clear and purpose-oriented customer dialogue that result in well documented and pursued actions
- Takes ownership of delegated responsibilities
- Key performance indicators are always driving forces
- Recognizes crises and threats to the achievement of team objectives and resolves them appropriately
- Sets good example of leadership

SECOND LEVEL

- Establishes and monitors key performance indicators
- Seeks to optimize the performance of the Organization through Organization design
- Monitors industry news anticipating spikes or lows in demand
- Sets standards for team performance while prioritizing collaborative spirit
- Takes full responsibility for driving forward improvements that are necessary for achieving objectives
THIRD LEVEL

- Monitors the routes and processes towards the achievement of Organizational goals
- Highlights activities that are of high priority

4. **CUSTOMER FOCUS** is a competency which is characterized by a commitment to the delivery high quality service to the clientele of the business

FIRST LEVEL

- Both internal and external customers are given importance
- Gives attention to detail while reviewing the accuracy and quality of outputs
- Remains courteous and professional with customers
- Maintains objectivity when dealing with complaints and issues
- Strives tirelessly to consistently meet customer expectations
- Manages internal/external customer expectations by sharing details of process, timings & remit
- By sign-posting queries that fall out of own remit, emphasizes positive customer experience
- Works towards increasing stakeholder interests within the Organization
- Identifies problems with systems and processes before they begin to impact customer experience

SECOND LEVEL

- Articulates the target tone and vibe of the Organization
- Clearly defines the prototype of customer interaction and service that the Organization should strive for
- Encourages a model of feedback & suggestions for improvements to business’ processes
THIRD LEVEL

- Exceptional customer service is cultivated in work culture
- Ensures that guidance and feedback by customers are made integral parts of the business model.
- Takes all opportunities to improve the profile of the company externally

5. DECISION MAKING is a key competency in which an employee demonstrates confidence and ownership of decisions making timely and sound judgments.

FIRST LEVEL

- Demonstrates the confidence to make and take responsibility of decisions
- Is aware of the information necessary to make given decision
- Anticipates the wider impact of decisions
- Perceptive to when to escalate decisions
- Maintains objectivity in decision-making
- Provides counsel and suggestions to others who have greater decision making power
- Prepare to resolve and set up challenges
- Gives value to colleagues’ decision-making by supporting and discussing aspects of decision taken
- Makes timely decisions in all kinds of situations

SECOND LEVEL

- Empowers decision-making through all levels of the Organization
- Resolves conflicting agendas to arrive at lucid business decisions
- Implements difficult and/or unpopular decisions if necessity arises
- Aligns decisions to Organizational objectives and values
- Welcomes and integrates information and ideas from different perspectives to make inclusive decisions
THIRD LEVEL

• Mobilizes an effective team of employees who can make good business decisions
• Considers the experience and expertise of others to take prompt and critical decisions
• Strikes a balance between collaborative and directive decision

6. ANALYSTS is a competency which indicates a demonstration of intellect, discerning power and a critical eye in developing solutions to situations or problems. At the three levels, it manifests through different ways:

FIRST LEVEL

• Accurately interprets situations and carries out required actions
• Takes a pragmatic approach balancing thoroughness with expediency
• Emphasizes collection of information to support efficient decision making
• Identifies salient issues in body of data quickly
• Demonstrates the ability to diligently document facts and incorporate them when necessary
• Holds detailed research systematically to resolve complex situations
• Balances an attention to detail with a broader perspective
• Critically analyses complex information from a range of sources
• Takes responsibility of problems and is able to find and implement solutions in a timely manner

SECOND LEVEL

• Takes a wider perspective on issues
• Demonstrates the ability to quickly understand the internal and external economic environment
THIRD LEVEL
- Spontaneously and quickly goes through disparate information to get to key issues.

7. EMPLOYEE DEVELOPMENT is a competency which relates to the development of self by the active identification of development areas.

FIRST LEVEL
- Looks for constructive feedback and uses it
- Identifies and communicates to managers one’s own development areas seeking to address them
- Shows keen interest in developing knowledge
- Demonstrates enthusiasm to learn new skills
- Keeps update of developments relevant to one’s own role
- Understands team goals and applies them to own development plan
- Is aware of the challenges affecting the industry
- Is keen for continuous professional development and is ready for training programmes to increase learning

SECOND LEVEL
- Encourages upward feedback and engages with it
- Is receptive and responsive to ideas and proposals from colleagues

THIRD LEVEL
- Is perceptive to occasions that demand expertise of team to support or challenge one’s own processes
8. DEVELOPING OTHERS is a key competency where support is lent to team members’ development through knowledge sharing, mentoring and coaching.

FIRST LEVEL
- Sets clear objectives and provides the necessary support to achieve them
- Monitors work while enabling appropriate levels of autonomy
- Reviews staff performance regularly providing timely feedback and recognizing individual achievement
- Recognizes and listens to different needs and effective approaches with staff
- Is confident in tackling poor performance

SECOND LEVEL
- Secure resources to facilitate employee development
- Recognizes talent and exceptional performances and encourages it
- Creates development opportunities for others
- Delegates’ responsibility at the appropriate time by taking stock of the strengths of other employees
- Empowers others to take control of their own development and progression

THIRD LEVEL
- Mentors a number of employees at a senior level
- Cultivates an atmosphere of learning and development that values knowledge and professional advance

9. INTERPERSONAL SKILLS i.e. Communication is the competency where an employee actively listens and ensures that written and verbal interaction is accurate, lucid, concise, and customized to suit the recipient.

FIRST LEVEL
- Written and verbal communication is precise and accurate
• Customizes approach to meet the style/needs of different individuals
• Interacts confidently with both consumers and internal personnel
• Listens intently and actively to others
• Gives guidance in the most appropriate manner through the style and content of communication
• Delivers difficult messages with tact and sensitivity
• Speaks with authority on own area
• Articulates complex issues clearly

SECOND LEVEL
• Sets parameters for others to ensure consistency of approach to communications
• Ensures that movement of information to senior leadership and filtered through the appropriate channels
• Presents information with impact

THIRD LEVEL
• Interacts in a way that motivates and inspires enthusiasm about the vision of the Organization
• Represents the vision and ensures its promotion of the Organization in an external situation

10. INFLUENCE is a competency of an employee where he/she quickly can quickly build rapport and credibility while possessing the ability to persuade others while remaining open to alternative views.

FIRST LEVEL
• Gains credibility and builds rapport with others quickly and spontaneously
• Articulates points of view confidently
• Expresses views in a constructive and persuasive manner whilst remaining receptive to the views of others
• Can negotiate with and influence the views internal and external stakeholders
• Understands the motivations and objectives of differing groups and customizes approach accordingly
• Anticipates customer objections in resolutions/negotiations and prepares effective responses
• Balances directness and diplomacy in interactions

SECOND LEVEL
• Negotiates with and can influence senior colleagues and contacts confidently
• Resolves conflicts and crises through influencing powers

THIRD LEVEL
• Represents the values of the Organization shaping internal and external perceptions of the Organization
• Carries out complex negotiations on behalf of the Organization effectively and reliably

11. TEAM WORKING is a competency in which an employee is able to collaborate effectively with internal and external stakeholders in order to realize Organization goals.

FIRST LEVEL
• Maintains a positive and professional approach to others
• Can work in collaborative relationships with others across the Organization
• Is committed to responsibilities and promises made to colleagues
• Supports fellow employees with work coverage
• Mentors and coaches fellow colleagues formally and informally
• Respects diversity in employee structure
• Recognizes individual contribution while encouraging team work
• Enables a productive and friendly working environment reconciling differences and reducing conflicts
• Seeks to build relationships beyond own area of expertise

SECOND LEVEL
• Encourages inter-departmental collaboration and communication
• Cultivates an environment where colleagues feel confident to approach and confide in them

THIRD LEVEL
• Fosters an environment in which knowledge and information is shared and collaboration is encouraged among the employees
• Takes the support and opinions of senior colleagues while making business decisions

12. ADAPTABILITY is a competency where the employee is flexible and creative while adapting to changing working practices and strategies.

FIRST LEVEL
• Adapts to changing work demands and environments
• Willing to take on new challenges and responsibilities
• Considers routes of doing own job better
• Is quick and spontaneous while grasping and applying new concepts
• Has a practical approach to overcoming obstacles
• Recognizes when to adapt working processes to meet the needs of others
• Encourages others to demonstrate flexibility in work method
• Recognizes changes in circumstances promptly and effectively reorganizes strategy
• Takes time to support others through changes
• Responsive to new ideas and/or approaches
SECOND LEVEL

• Welcomes change encouraging and inspiring others to consider positively new initiatives
• In tune with opportunities to update and improve working practices
• Effectively adapts plans and targets to meet changing priorities and demands
• Identifies new procedures and processes through lateral thinking and creativity
• Implements structures, processes and approaches that enable change
• Implements change management interventions at an Organizational level effectively

THIRD LEVEL

• Fosters an environment where change is accepted positively and dealt with effectively
• Recognizes circumstances that require Organizational change and intervention

13. **RESILIENCE** is a quality whereby an employee displays confidence and composure when faced with challenging situations, crises and/or customers

FIRST LEVEL

• Is calm and composed in the face of pressured/challenging situations
• Is tenacious when faced with obstacles
• Remains calm, positive and optimistic when under pressure
• Deals tactfully with difficult people remaining professional and identifies times when colleagues need support.
• Takes responsibility for setbacks and resolves them in a timely and professional manner
• Effectively mobilizes necessary resources in order to overcome conflicts
SECOND LEVEL

- Acts as a buffer to protect people from pressure that inhibits
- Designs a composed response to pressure and setbacks

THIRD LEVEL

- Through expertise characteristic advises and consults on the resolution of a wide range of setbacks and issues
- Maintains the reputation of the Organization by promptly diffusing high profile issues

14. **LEADERSHIP** is a competency whereby an employee sets an example, upholding the Organizations values while engaging with the visions and directions of fellow employees.

FIRST LEVEL

- Uses a range of leadership styles for different people and contexts
- Demonstrates the core values of the Organization by acting as a good role model

SECOND LEVEL

- Articulates high level strategic decisions as clear and achievable goals and targets for teams
- Offers sound guidance and direction on complex and critical issues
- Encourages and models behaviour that shows respect, helpfulness and cooperation
THIRD LEVEL
- Collaborates with others to demonstrate leadership in the best ways
- Handles complaints internally and externally effectively
- Creates an environment of motivation and inspiration where employees are engaged in efforts to realize the objectives of the Organization
- Promotes the vision and the values of the Organization to internal and external stakeholders creating more investment opportunities

15. **STRATEGIC PLANNING and IMPLEMENTATION** is an element whereby the strategy of the Organization is generated and driven. Across the three levels, they operate as such:

**FIRST LEVEL**
- Reflects on the internal and external environment along with the competencies of fellow employees to set the direction of the Organization

**SECOND LEVEL**
- Works to ensure vision is clear, compelling and embedded in the Organization
- Identifies and prioritizes strategic objectives that are consistent with the vision of the Organization

**THIRD LEVEL**
- Works with senior stakeholders to design the strategy of the business

8.1.2.0 Competency **Mapping for Established Organization**

After considering the establishment of competency mapping in companies at a nascent stage, we can now look at the establishment of competency mapping at Organizations with long standing visions and strategies. An Organization can gain a more competitive edge in the market by increasing its market share by harnessing
the full potential of current employees through the mapping of competencies that yield superior performance. It is necessary to value the capabilities of employees and adopt effective HR policies that value these too by reviewing the development of desired competencies.

8.1.3.0 Vision Statement

As Helen Keller said being able to see but not have a vision is worse than being blind. In the same way, the vision statement must define where the Organization or an enterprise intends to stand in the future. It defines the long term vision of the Organization. It defines the values of the company and its employees. A clearly articulated vision statement plays a big role in increasing productivity and efficiency.

In addition to this, the statement should define the strategic outcomes of the business.

8.1.4.0 Questions that assist to arrive at some decisions with respect to Vision Statement?

With the answering of the questions below, the Organization will be able to arrive at a comprehensible and strategic vision statement.

- What business are we in now?
- What business do we want to be in?
- What will our customers want in future?
- What are expectations of our stakeholders?
- Who will be our future competitors? Suppliers? Partners?
- What should our competitive scope be?
- How will technology impact our industry?
- What environmental scenarios are possible?
8.1.5.0 Key elements of a Strategic Vision

There are several key elements of a strategic vision. It charts out the management’s aspirations for the business and a strategic path for the future. It mobilises the energies of employees in a common direction. It creates an Organizational identity that is unique and distinctive. It is challenging and motivational while pushing one to a competitive edge.

8.1.6.0 Importance of a Shared and Clear Vision

The research study revealed how Organization growth is dependent on a shared vision between different levels of Organization. The reasons why a shared vision matters are as follows:

- A strategic vision widely shared among all employees functions unites employees in their striving towards a single goal
- When all the employees are committed to the Organizations long-term vision, optimum choices on business decisions are more likely to be made on the same lines
- Daily implementation of strategy occurs
- The long term route of an Organization is crystallised
- It reduces the risk of directionless decision-making
- It helps in gaining the support of Organizational members including shareholders for changes to make the vision a reality
- It helps keep strategy-related actions of everyone pointed in the same direction
- It arms an Organization for future challenges
It articulates the Organization's vision in an exciting and inspirational fashion that penetrates the entire Organization across all levels.

8.1.6.0 Measures to overcome resistance to New Strategic Vision

In the implementation of a vision statement, there might occur general resistance to a new strategic vision. Support can be mobilised for a new vision by reiterating the need for the new strategy while addressing the concerns of employees actively.


A strategic vision concerns the future path of the Organization and contains answers on markets to be pursued, future technology to be implemented, product and client focus.

8.1.8.0 Mission Statement

A mission statement of an Organization mostly focuses on the current business activities of the enterprise -‘who we are and what we do’. It focuses on the current products and services, customer needs being served, and technological and business capabilities. The salient features of the mission statement are many. It translates the vision into action. It
reiterates the vision of the company and links it to the strategy of the business. It divides the strategy into smaller parts for delegation. It also communicates lucidly the strategy of the business.

8.1.9.0 Components of Mission Statement

A mission statement should include the core values and core purposes of the Organization. These are detailed below:

Core Values
Core values are a small set of guiding principles that are timeless and require no external justification. They are the essential and enduring exercise of an Organization.

Core Purposes
Not to be confused with a goal or strategy, the core purpose is the Organizations reason for being. It is a more idealistic motivation for doing the company’s work than a business strategy. The statement is arrived at by asking the question why.

8.1.10.0 Importance of Training (learning) and Development

Well trained and skilled employees are the most important requirement for an Organization to meet its goals. Inefficient performance levels, a decrease in productivity or the differences in patterns due to job redesigning or a technological breakthrough requires reorientation through some type of training and development efforts. With increase in the complexity of the job, the employees have to be prepared through training programmes.

Training is defined as a planned process to modify attitude, knowledge, skill, behavior etc. Training and education are interrelated in their dependence on each other. In turn, these two are integral to the development of an individual. In the middle of increased Organizational complexities and management conflicts, training programmes results in improving all levels of performance of an employee.
The fundamental aim of training and development programmes is to help Organizations to meet its business objectives by increasing the value of its major resources namely its employees. Training is a continuous process and tries to improve skill, attitude by adding to existing level of knowledge.

8.1.11.0 Training Need and Process
The purpose of the training procedure held in Organizations is to establish a method for the identification of training needs and to provide the same. An important part of the training process is the interactive function of the identification of training needs. Each employee needs some kind of training in areas in which he lacks knowledge or information. It is the departmental manager who is given the task of identifying the training needs.
8.1.12.0 Questions with respect to training to all employees?

- Are you aware about the training programme?
- Which training method do you prefer?
- Whose training programme would you like to attend?
- How many of you usually attend the training program?
- Which method of Training & Development is more effective?
- What faculty did you prefer for T&D program?
- Are you satisfied with the contents of the feedback form?
- Are you aware about the training program taken in the Organization?
- How many of you usually attend the training and development program of the Organization?
- How much did it benefit you in your work?
- Do you know who designs your Training and Development programme?
- From where did you get the information about the training and development program?
- When did you get the information about training and development programme?
- Which method do you prefer for training and development programme? i.e. On the Job or Off the Job?
- Which training faculty do you prefer? i.e. Internal Faculty or External Faculty
- Where would you like to attend the training and development programme? i.e. Inside the Organization or Outside the Organization

8.1.13.0 Steps involved in Competency Mapping in the Organization

With respect to the steps involved in the introduction of competency mapping in an Organization, firstly the key competencies required for the job are identified. The steps involved in this identification are detailed below:

1. The department or the entire Organization for mapping has to be identified
2. The structure of the Organization should be identified and the grades & levels should be selected

3. Job description is acquired from the selected departments

4. Semi-Structured interviews are conducted

5. The interview data is collected

6. The required competency list is classified

7. The competency levels are identified and listed

8. The identified competencies and competency levels are evaluated in consultation with immediate superiors and other Heads of concerned departments

9. The competency calendar is prepared

10. Competencies are, now, mapped
8.1.14.0 Steps involved in implementation of Competency Mapping in the Organization

After identifying required competencies, an attempt is made with respect to the steps involved in the implementation of Competency Mapping in the Organization. They are detailed as follows:

1. Establishing a sense of urgency

Many of the change efforts begin when key employees start by appraising an Organization's competitive edge, its market position, technological developments and financial performance. In the case of potential revenue declines, emerging markets, the declining margins or great investment opportunities, they should first focus on communicating this information broadly and dramatically across all levels of an
Organization. This first step is important as a transformation initiative requires the motivated and aggressive cooperation of all the employees of an Organization.

2. Forming a powerful guiding coalition
Most major renewal programs often start with the support of just one or two key employees. The leadership alliance grows in size over time in the case of successful transformation efforts. However, a minimum mass should be achieved early on the project. It is often said that major change is impossible unless the CEO (head) of the Organization is an active supporter. It is best if the CEO and HR Heads, Divisional General Managers and other key employees that form this guiding coalition cooperate with a shared sense of urgency and commitment to performance.

3. Creating a vision
In all cases of successful transformation endeavors, the guiding coalition envisions a plan for the future that is relatively easy to articulate while retaining appeal to customers, stockholders, and employees. A vision is something that is less prosaic than the numbers found in a five year plan. It is a clear statement that is arrived through a lot of analytical thinking, debating and ambitions. Once a lucid and motivating vision is conceived, the strategy for achieving that vision is developed.

4. Communicating the vision
It is usually the executives of an Organization that communicates the vision which the vision penetrates through all levels of the Organization. During regular performance appraisals, the management emphasizes the role that all employees play in the strengthening or, in some cases, the undermining of the vision.

It is necessary to use all existing communication channels to broadcast the vision of an Organization. Thus, they make sure that the vision of the Organization is not one that is not comprehensible to non-executive levels of the Organization. They encourage an atmosphere of training and development that focuses on creating competencies that are guided by the vision.
5. Empowering others to act on the vision

It is always mandatory to involve large numbers of employees in the mobilization of an Organization's vision. Employees are encouraged to develop new ideas and new approaches to increase the efficiency and productivity of the work they do.

It can be argued that a strong guiding coalition empowers others to take action simply by successfully articulating the new vision and path of the Organization. But communication is not the only criterion. It is necessary to provide all kinds of support to employees who might have practical difficulties in implementing the vision.

6. Planning

Since real transformation takes time, and a renewal effort could result in the loss of momentum, the Organization should lay out short-term goals to meet. Compelling evidence presented by short term goals convinces and encourages employees of the feasibility of the long term vision. Statistically higher customer satisfaction and productivity are sure results if the transformation effort is persistently followed through a year or two.

7. Consolidating Improvements

There is a temptation after a few years of hard work for managers to celebrate victory with the first clear performance improvement. While the implementation of competency mapping does clarify the vision and strategy, changes sink in deeply and completely only after a longer duration, maybe even five years.

Competent leaders of successful transformation efforts use the credibility and confidence afforded by short-term profits to understand and tackle larger issues. Problems, systems and processes not consistent with the transformation effort may come to the foreground and have to be confronted. This understanding that renewal takes years and not months is a valuable one.
8 Institutionalizing new approaches

Finally, change becomes an integral part only when it completely penetrates the attitudes, ideas and instincts of the entire Organization. If these new behaviours are not linked to the shared values and beliefs, there is a possibility that they will be degraded with the removal of pressure.

Two factors are particularly important in institutionalizing change in working culture. The first is a concrete effort to show employees how the new vision has helped improve performance levels. The management should highlight the direct relation between performance levels and the change implemented. Secondly, it is necessary to ensure that coming employees and management to the Organization should adopt fully the new approach.

8.2.0.0 Conclusion

From the above research, it can be concluded that competency mapping is a necessary exercise that an Organization must implement for superior financial performance. However, it is also necessary that the Organization should establish rigorous standards for the competency mapping framework which must be percolate and also be acceptable to employees at all levels. Secondly, there should be a clear alignment of the mapping with business future and vision. Lastly, the mapping should be deep rooted in an instinctive manner in the skills and attitudes of all employees of the Organization.
8.3.0.0 Directions for Future Research:
While the research study conducted here highlighted the significance of competency mapping in the success and growth of an Organization, there is a lot of scope for research on the subject. Further research can be conducted on a variety of parameters by studying sectors other than covered in this study. There is also scope to study the role of Competency Mapping in the Individual Employees’ Growth and Development.

Other research projects include using action research for the real-time monitoring and evaluation of the impact of Competency Mapping on various performance parameters. A real time monitoring will give a clear idea of the continuous improvements facilitated by the mapping process.

To accept the value of competencies is to embrace the value of Human Soul. In doing so, we also recognise and nurture the concept that work is after all a deeply human enterprise.