ABSTRACT

Organisational sustainability is depending upon the Human resources optimisation. Identifying the competency requirement for the present and future job and the needed competency for executives will address the deficiency in competency. Indian PSUs are required to adopt the National training policy (2012) which advocates the competency based leadership development for learning and development intervention, performance management and succession planning.

Competency can be functional or skill based or behaviour based which can be developed by providing learning and development opportunities. This research considers competency as a cluster of Individual Behaviour. Knowledge, Skill, Attitude and traits that correlates with effective job performance can be measured and evaluated and that can be improved through training and development (Mclagan 1983,1989A,1996) (Richey et at 2001) (Lucia A.D & Lepsinger.R 1999)

Statement of the Problem:

Whether learning and development intervention is capable of changing the behaviour of the individual? Is it possible to develop the leadership behaviour competency of the PSU executives through the developmental intervention? Whether the training can develop the behaviour competency?. Does the competency of the trainer play any effective role on transfer of learning and behaviour change? Relevance of Big five personality traits and leadership competency and any significant change can be measured through leadership development training for its effectiveness identification. Whether the openness to experience traits has any significance on trainer’s ability or learning ability among the executives? In the learning and development intervention, whether the learning log supported by action plan will enhance the learning of executives?. These are the research questions needs to be answered. This research tries to answer the above questions with its research objectives.
Research Design:

The main aim of the study is to test the present level of leadership competency among the executives and provide training for them to improve their level of leadership competency. After providing training their leadership competency was again measured. Hence this study comes under experimental design of research. Based on the competency mapping and the leadership behaviour competency of the organisation, around 330 middle level executives were assessed using Big five profile prior to the training. The participants undergone development centre to identify the competency gap. The training programme was designed to address the competency gap and implemented the training. After six month the impact on behaviou change and leadership competency change are measured.

Research Objective

The objectives of this experimental research are to identify the impact of competency based leadership development training on behaviour change , trainer effectiveness on facilitation of learning, big five and its relevance on measuring leadership competency, change in behaviour through training, role of trainer on behaviour change training and usefulness of Learning log and action plan preparation for enhanced learning and transfer of learning are the main objectives.

Summary of findings

This research identified that Executives opinion about the traits of personality namely extraversion, openness with experience and agreeableness differ significantly based on demographic factors education, experience, place of work, and grade is found to have significant difference in their leadership competency except the age and gender. All the traits of personality namely extraversion, openness to experience, agreeableness, conscientiousness and neuroticism have found to have positive and significant influence on leadership competency. As all the traits combined together openness is found to have the highest impact on leadership competency which was followed by conscientiousness. Train the trainer certified subject matter experts are effectively facilitating the learning. Openness to Experience traits has more
significance than other big five traits on improving the competency development of the Executives. Executives opined that action plan prepared at the end of the training programme helped them for transfer of training and acquire the required competency and learning log for enhanced competency.

Conclusion

Strength respects strength. Competency is the only strength for executives’ excellence in leadership or Profession. Acquiring the required behaviour for the job or position will make everyone in the leadership pipeline. Either organisation or individual should identify their competency requirement and search the opportunity to develop the competency is the need of the hour. Leadership and learning is indispensable to each other.