Competencies at Emerson Network Power

Roberta Gentile,
Performance Management and Development Director
Systematic Talent Management is Essential to Relevance & Sustained Performance

Align Foundation
- Talent Strategy Linked to Strategic Plan
- Talent Strategy Clear and Communicated
- Competencies Used as a Common Language
- Visible Commitment of Senior Leaders

Manage Talent Pool
- Disciplined Workforce Planning Processes
- Proven Processes and Tools to Assess Talent
- Strong Initiatives and Connectivity to Source Talent

Accelerate Development
- Robust Development Opportunities / Plans
- Mentoring / Coaching
  - Assignments / Exposures

Measure Impact
- Favorable Influence to Areas of Strategic Importance
  - Establish and Track Metrics

Talent Management Core

HR Strategy
Align Foundation

Korn Ferry Competency model implementation for hiring, development, performance management, succession plan

Quaterly communication series:
- Communication kit
- Two ways communication meeting

Talent Pool

On boarding program
- RTC resources alignment

Salary review
- Opinion survey
- Organizational Review
- Succession Plan

Quaterly communication meeting

Measure Impact

Employee Engagement
- Leadership training
- Service training

RTC training
- Academy Technical Training:
- Project Management training
- Assignment, exposure

Opinion survey
- Key people blog
- Project Management training

Link APP: accelerating professional performance

Manage Talent Pool

Core HR Strategy
- Korn Ferry Competency model implementation for hiring, development, performance management, succession plan

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Accelerate Development

Competency map
- Link APP: accelerating professional performance

RTC training
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Quaterly communication meeting
Competencies Are Integrated Across the Entire Talent Management Lifecycle

**Talent Acquisition**
- Selection Criteria
- Interview Guides
- Competency Success Profiles

**Performance Management**
- Development Discussions
- Reviews and Documentation
- Development Plans
- HRIS Integration

**Employee and Leadership Development**
- Competency-Based 360 Assessments
- Coaching
- Competency Success Profiles

**Career Management**
- Career Discussions
- Competency Progressions
- Skills Gap Discussions

**Organization Planning**
- Talent Reviews
- Organization Reviews
- Talent Profiles
Four Dimensions of Talent

**Competencies**
Skills and behaviors required for success that can be observed.

**FOR EXAMPLE**
Decision quality, strategic mindset, global perspective and business insight.

**Experiences**
Assignments or roles that prepare a person for future opportunities.

**FOR EXAMPLE**
Functional experiences, international assignments, turnarounds and fix-its.

**Traits**
Inclinations, aptitudes and natural tendencies a person leans toward, including personality traits and intellectual capacity.

**FOR EXAMPLE**
Assertiveness, risk taking, confidence and aptitude for logic and reasoning.

**Drivers**
Values and interests that influence a person’s career path, motivation and engagement.

**FOR EXAMPLE**
Power, status, autonomy and challenge.
Definition of a competency

Observable and measurable skills and behaviors that contribute to workplace effectiveness and career success.

They determine how we do our jobs, how we accomplish goals.
An easy tool
Competency cards

1. Ensures Accountability

Holding self and others accountable to meet commitments.

**SKILLED**
- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, accountability.
- Establishes clear responsibilities and processes for measuring results.
- Designs feedback loops into work.

**OVERUSED SKILL**
- May not give appropriate credit to others.
- Strictly enforces accountability; doesn’t consider situations that are beyond individuals’ control.
- Focuses too much on numbers and hard data; measurement becomes a goal and a pursuit of its own.

**LESS SKILLED**
- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.
What is competency modeling?

- A research-based approach to communicating what is important for success
- A **methodology** to align individual performance with strategy, goals and objectives
- A way to create a **common language** for talent
- The **starting point** for most talent management solutions
## Korn Ferry Leadership Architect
### Global Competency Framework

<table>
<thead>
<tr>
<th>FACTOR I: THOUGHT</th>
<th>FACTOR II: RESULTS</th>
<th>FACTOR III: PEOPLE</th>
<th>FACTOR IV: SELF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Understanding the Business</strong></td>
<td><strong>D. Taking Initiative</strong></td>
<td><strong>G. Building Collaborative Relationships</strong></td>
<td><strong>J. Being Authentic</strong></td>
</tr>
<tr>
<td>05. Business Insight</td>
<td>02. Action Oriented</td>
<td>06. Collaborates</td>
<td>10. Courage</td>
</tr>
<tr>
<td><strong>C. Creating the New and Different</strong></td>
<td>01. Ensures Accountability</td>
<td>34. Builds Effective Teams</td>
<td>26. Being Resilient</td>
</tr>
<tr>
<td>18. Global Perspective</td>
<td>28. Drives Results</td>
<td><strong>I. Influencing People</strong></td>
<td>31. Situational Adaptability</td>
</tr>
<tr>
<td>19. Cultivates Innovation</td>
<td><strong>G.</strong></td>
<td>07. Communicates Effectively</td>
<td><strong>O. Too Narrow</strong></td>
</tr>
<tr>
<td>33. Strategic Mindset</td>
<td><strong>F.</strong></td>
<td>16. Drives Engagement</td>
<td>106. Key Skill Deficiencies</td>
</tr>
<tr>
<td><strong>CAREER STALLERS AND STOPPERS</strong></td>
<td><strong>N.</strong></td>
<td>23. Organizational Savvy</td>
<td>107. Non-Strategic</td>
</tr>
<tr>
<td>M. Trouble with People</td>
<td>Doesn’t Inspire or Build Talent</td>
<td>24. Persuades</td>
<td>108. Overdependence on an Advocate</td>
</tr>
<tr>
<td>103. Lack of Ethics and Values</td>
<td>104. Failure to Build a Team</td>
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<td><strong>N.</strong></td>
</tr>
</tbody>
</table>
Research as we know

- Similar competencies most correlated with high performance across all or most regions.

- Similar strengths and weaknesses across all or most regions.
Performance correlations

- Competencies most correlated with high performance – areas where more successful people do better:
  - By level
  - By region

Among the top third competencies that are correlated with performance for most or all position levels:

- Ensures Accountability
- Manages Complexity
- Plans and Aligns
- Drives Results
- Decision Quality
- Situational Adaptability
- Resourcefulness
- Being Resilient
Accelerating Professional Performance

Simple Appraisal Process

Six-question form web-based or on paper

Looking Back: review performance - Q1
Moving Forward: focus on aligning company goals to individual - Q2

Development: focus on talent aspiration, potential, next step suggestion, competencies and development plan – Q3 to Q6

Link-APP plays a central role in Talent Management by translating organizational goals into individual objectives. It provides you with an opportunity to evaluate your own individual performance, get feedbacks, establish professional aspirations and development needs.

The Academy
Focus and simplicity
A simplified process using a six-questions form in local language to focus more on preparation, talent and outcomes.

1. Preparation
Prior to joining the meeting, both manager and employee are invited to review assigned objectives and performance related indicators, then draft future plans and development aspirations.

User guide with preparation suggestions for managers and employees are available.

2. Link-APP Meeting
The six-question form guides the review and the discussion. It is a simple tool available both as web-based app and on paper.

3. Sign Off
Employee signs the form then Manager completes with final sign off. Manager closes the process by submitting the form to HR Manager.

What Happens Next?
Formal or informal review meeting will take place periodically throughout the year to discuss and review progress towards the agreed goals and development plans.

Appraisal outcomes are aggregated by organization and sent to the HR Manager for local analysis and actions as well as discussed at HR Council level.

Appraisal outcomes are used for building career development and successions plans.
Focus on Leadership Tools
Refresh your Knowledge while preparing for any Link-APP meeting or activity

70-20-10 LEARNING AND DEVELOPMENT MODEL

The 70:20:10 formula describes the optimal sources of learning. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others, and 10 percent from formal educational events.

**Formal Learning (10%)**
- Attendance of formal training courses
- Attending seminars, conferences and workshops
- Technical and/or management learning
- Reading and study

**Learning from Others (20%)**
- Membership or Contact with professional bodies
- Help from specialists
- Mentoring
- Coaching and Feedback
- Learning groups
- Community involvement

**On-Job-Experiences (70%)**
- Specific projects, assignments
- Temporary Job rotation
- Cross-functional exposure
- Job enlargement
- Job enrichment
- Networking and exchanging with peers

The Academy
FY16 Training Offer

- Trainers Accreditation
- Refresh Training
- Service Basic & Advance Training
- Sales Leaders Meeting
- IPP Partner Certification Program
- Product Sales
- Pre-Sales and Application Engineering Fundamentals
- Quick Start Guide for Sales
- Sales and Management Coaching
- RTC Training
- Sales Excellence Program (SPI)
- Service Communication Excellence
- Competencies at Emerson Network Power
- Design and Development Consulting
- The Science of Learning – SME Program
- Leading at Emerson
- Exceptional Performers (DDI)
- The Moment of Truth
- AC Power
- Industrial
- Thermal
- Racks and Solutions

Academy Technical Program available by COE
- AC Power
- Industrial
- Thermal
- Racks and Solutions

Global Academy Program
Global Emerson Program
Program under development
Thank you!

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