



COMPETENCY DEVELOPMENT

Introduction

One of the most important parts of Strategic Management is a competence development area, which is still an innovative challenge for many researches, who try to opt for the best methodology and develop its implementation accordingly. The task of the following paper is to develop a set of questions that would be based on the research proposal that was done in order to see the role of specific competences development and how it can be defined in employees. The questions would be aimed to see if the reader has an understanding of the thesis that is aimed to show the way and skills needed for the development of conceptual learning models. Moreover, the research is related to competency development program interpretation and the best training courses that are recommended for employees in order to develop their skills, abilities and creativeness and the following paper would resemble it is the set of questions.

First part of this paper will be related to interview questions and the other part would be in a form of questionnaire. The study participants are managers of the small organizations that are focused on development.

- Describe the situation when you were against a common decision of a team and how you stood for you opinion.
- Please give an example when you have met the challenging demands from the customer together with a team.
- Give an example when you have managed to meet the customers' needs and improve financial results of the company.
- Give an example when you were to redirect/allocate resources with the help of the team.
- How do you react on the market development and the changes it requires?
- Describe the situation when you have got your team to implement a strategy on a corporate level.
- How would you describe a time when you worked as a part of a team.
- Tell about the strategic change that you have recently made.
- On a specific example, tell how you have managed to resolve the conflict with you manager.

- How did you help your team to achieve the targets for the company?

Questionnaire:

1. Competency: Ability to impact and influence others

- Tries to make others to act in a desired way through strict commands;
- Listens to other opinion and ideas before directing someone to act in a needed way;
- Uses coached in order to make someone to act in desired way;
- Showing examples how to act in desired way and delegates that to some subordinates through coaching;

2. Competency: Result Orientation

- Works towards achievement of own standards;
- Specifies what is expected through asking directed questions;
- Talks and collaborates with other of standard setting and works together with a team on them;

3. Competency: Analytical thinking

- Uses logical and formal deduction successfully and consistently;
- Has a sporadically-shown ability to make those deductions;
- Uses logical and formal deduction, but requires mentoring and further development;

4. Competency: Collaboration with others

- Always collaborates when situation requires that;
- Has an ability to collaborate only in a specific situations and contexts;
- Works alone and not sees any need to work on a task with a team;

5. Competency: Flexibility

- Understands and expertly uses specific situational management model;
- Has been educated what the specific situational management model is about and can use its tools by practicing it;
- Has no knowledge of specific situational management model;

6. Competency: Strategic Orientation

- Works only alone;
- While creating action plans has managed other people;

- Worked as a liaison or a medium between upper management and members of the team;
- Has a project management experience in the past and has skills in strategic management;

7. Competency: Team Leadership

- Previously directed groups of people;
- Collaborated successfully in collaborative settings;
- Was part of a high-performing team;
- Shared leadership skills and knowledge with others;

8. Competency: Interpersonal Understanding

- Can use special tools for assessment in order to evaluate behavioral competencies;
- Has basic practice but needs more practice;
- Does not have any trainings related to assessment procedures;

9. Competency: Self-Regulation

- Deals with conflicts not very well;
- Does not want to deal with conflicts at any matters;
- Has a knowledge of conflict management;

- Applies different conflict styles based on the situation;

10. Competency: Directiveness

- Perform excellent as a team leader;
- Learning how to coach a team;
- Has an inborn ability to become team leader but needs trainings and practical skills development;