

EvaleX Leadership Framework

Over fifteen years of competence creation and definition experience as well as extensive research has led to one of the most comprehensive competence frameworks on the market.



Published by Evelex Intellectual Capital Management.
www.evalex.com
2013

All text © Pieter Bronkhorst

All rights reserved. Neither the text of this publication nor any of its parts may be reproduced or transmitted in any form without the written permission of the author.

This book is sold subject to the condition that it shall not, by way of trade, without the author's prior written consent, be lent, resold, hired out or otherwise circulated in any form of binding other than that in which it is published and without a similar condition, including this condition, being imposed on any subsequent purchaser.

Edited by OMT
Proofread by OMT
Typeset and cover designed by Adam Rumball, Sharkbuoys Design

THE NEED

Competencies are the forefront of any initiative undertaken by Human Resource Practitioners today. Whether you are recruiting, assessing or developing individuals; developing learning and development strategies, interventions and programs; doing skills audits; or whether you are developing future leaders or defining a culture, at the core you will always find a competence.

Competence frameworks can enable the activities of many different parties: you may be a HR practitioner seeking a solution for your company, or you may be a consultant seeking a tool to enable your practice. You may even be an assessment provider seeking a framework.

Because the need for competence frameworks is continuously growing you may have noticed the proliferation of these frameworks. Some of the frameworks have been created in-house by organisations, some of the frameworks have been developed by industry bodies and some frameworks have been developed by consultancy firms.

THE DILEMMA

On closer inspection of the frameworks you may find that some frameworks are well thought through, while some frameworks have been developed in a haphazard way!

Some of the concerns you may encounter are that the framework is too specific to a company, or that the framework has been developed for an industry and is not encompassing enough, or that the framework has been developed to cater for a specific domain of work, like Information Technology.

Another concern may be that the competencies and the definitions may apply in a sense to some jobs, but not to others, which makes consistency and comparison virtually impossible. Furthermore, the competence definitions have been developed with very little thought on how that competence may be observed and defined differently at different levels within the organization.

In other words, the competence has been described as a list of behaviors that should apply equally and in exactly the same manner to different levels within the organization.

We do however know that building relationships at a senior executive level is vastly different from building relationships at an entry level! Most competence frameworks do not take this into account and are not defined according to Levels of Work.

Another concern is that competencies are defined devoid of context, so they may argue that building a relationship with a colleague is the same as building a relationship with a customer, and that this is the same as building a relationship with your employees. But they are not, as the processes you follow, the skills that you need and your style or approach do differ depending on the context. Often competencies describe vague behaviors with no anchoring and do not fully capture the technical elements, the definitions are less tangible, and therefore less observable.

You may also notice that the competencies have been defined with very little thought as to how these competencies will be assessed. In other words, how will we determine whether a person is competent enough in relation to the definition. Have the competencies been behaviourally anchored? Can another person rate the competence? Will you be able to assess it by using Assessment Center Technology, via a 360° Methodologies or Psychometrically?

Lastly, what level of expertise and specialisation have been used in the development of the competence definitions? The chances are that they were not written by Industrial and Organisational Psychologists who bring a wealth of knowledge about behavioural definition and measurement, construct creation, work sampling and other techniques to bear on the competence framework.

A SOLUTION

At OMT we have been assessing behaviour for over 30 years and creating commercial competence definitions for over 15 years.

In this time the concerns above became more and more prevalent to almost all our clients. It was with this in mind that we set out to research over 20 different competence frameworks.

The outcome of our research combined with many years of experience has led to the development of the Evalex Enabling Competence Framework (EECF). We believe it to be one of the most carefully considered and researched frameworks available to organisations today.

When we set out to develop the framework we decided that it needed to meet the following criteria:

- Apply to all environments and all jobs regardless of industry.
- Developed according to Elliot Jacques' Stratified Systems Theory.
- Developed by Industrial and Organizational Psychologists according to International Standards.
- Developed in a way that makes assessment easy.
- Would compliment the Evalex Technical Competence Framework.

So why would we use the term "Enabling" to describe our framework? Well, what we found when doing competence profiling for our clients was that you almost always find some competencies that tend to be used repeatedly. They tend to be prevalent in most jobs.

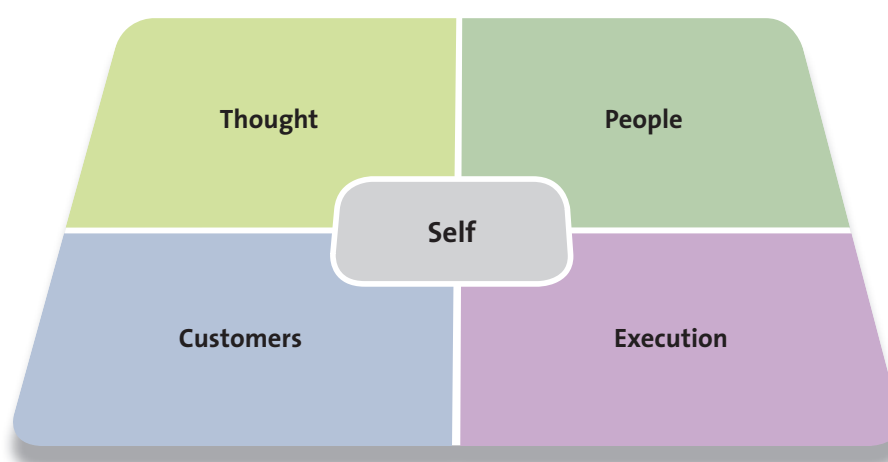
A few key questions about your competence framework:

- Can your framework apply to all roles equally?
- Is your framework aligned to the Levels of Work?
- Has your framework been designed with measurement in mind?
- Has your framework been contextualized?
- Has your framework been designed by behavioral specialists?
- Are your definitions tangible and observable?
- Does your framework dovetail seamlessly with other talent processes?

On careful inspection of frameworks used in practice you could again find a certain pattern in the concepts that the competencies were describing. By studying these factors we identified 19 core factors that tend to emerge consistently. These later became the 19 dimensions included in the EECF. Because these 19 competencies tend to be prevalent in most jobs, especially leadership roles, it indicated that they formed the core of most of the work we do in the workplace, but more importantly, they “enable” us to interact with the work environment; without these 19 competencies one would have deficiencies in delivery.

The 19 competencies have been classified according to 5 Domains, each clearly differentiating the main elements of business; they can even be linked to the Balanced Scorecard. The 5 Domains are: Thought, People, Delivery, Clients and Self.

Our psychologists then identified the different elements or facets for each competence.



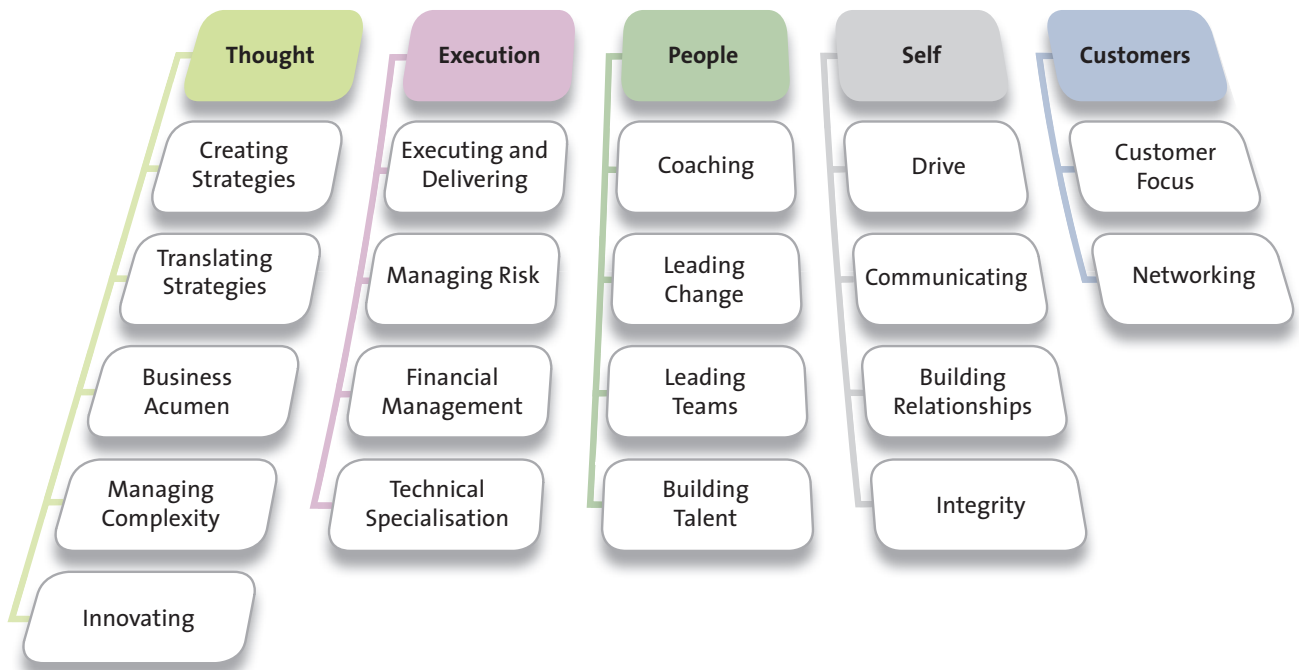
Each competence consists of 3-6 carefully selected facets, so 3-6 elements that would describe the construct, or competence sufficiently. Each facet is common to the competence, but still clearly different from the other facets in the dimension.

In turn, each facet is then described according to 4 different Levels of Work. 9 competencies, common to all jobs are aligned to the levels ranging from Operational, Junior-, Middle- to Senior Leadership. 10 of the competencies are more closely aligned to leadership roles, so the levels range from Junior-, Middle-, Senior-, to Executive Leadership.

Furthermore, the definition of each competence, facet and level has been carefully crafted to take into account how the described behavior will be observed and ultimately measured.

Careful thought has also been given to how the enabling competencies can be assessed and managed. The Evalex Enabling Competence Framework seamlessly integrates into any of our products, including the Evalex Competence Inventory (ECI), the Evalex20 psychometric battery, the Evalex40 Assessment Center Technology, the Evalex 360° Leadership assessment, and most importantly, the Evalex Integrated Talent Management System.

We believe that the Evalex Enabling Competence Framework can add value to almost any organization as it has applicability across various stages in the HR process and well as the employee life cycle. For any additional information on this product, please feel free to contact us on the details provided in this document





64 Wessels Road, Rivonia, Johannesburg, Gauteng
Tel: 011 803 8703

www.evalex.com