

Core Competencies and their application in Management

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ARLISNA 2004

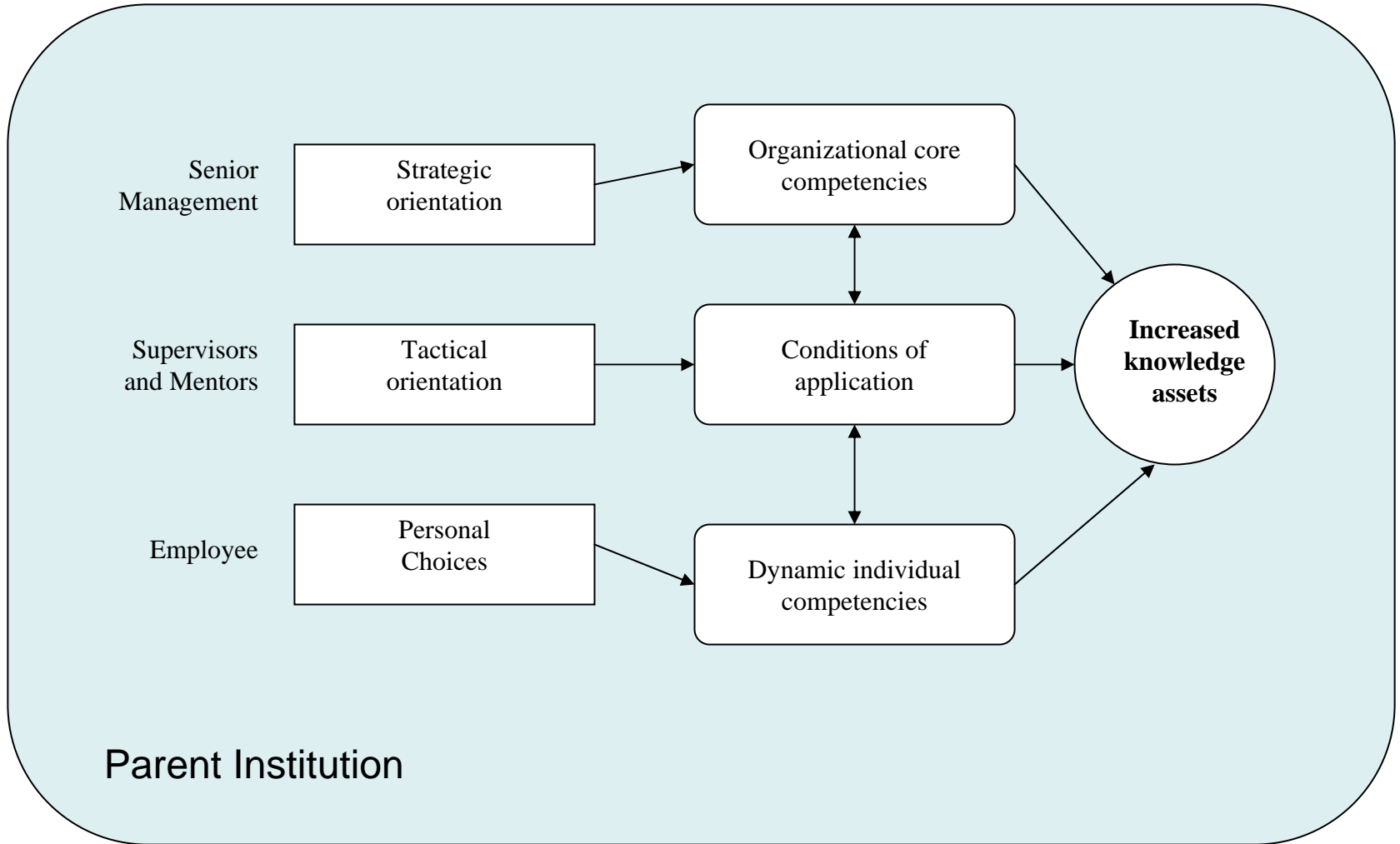
Core competencies are currently viewed as the primary mean to enable organizations to respond to their environments and develop a unique and effective product/market policy.

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Why adopt an 'industry' model?

An industry-wide model helps to paint a comprehensive picture of the critical skills needed by the entire industry. *Chung-Herra, Enz and Lankau.*

Adopting core competencies as an industry strengthens our position as entities within our parent organization.

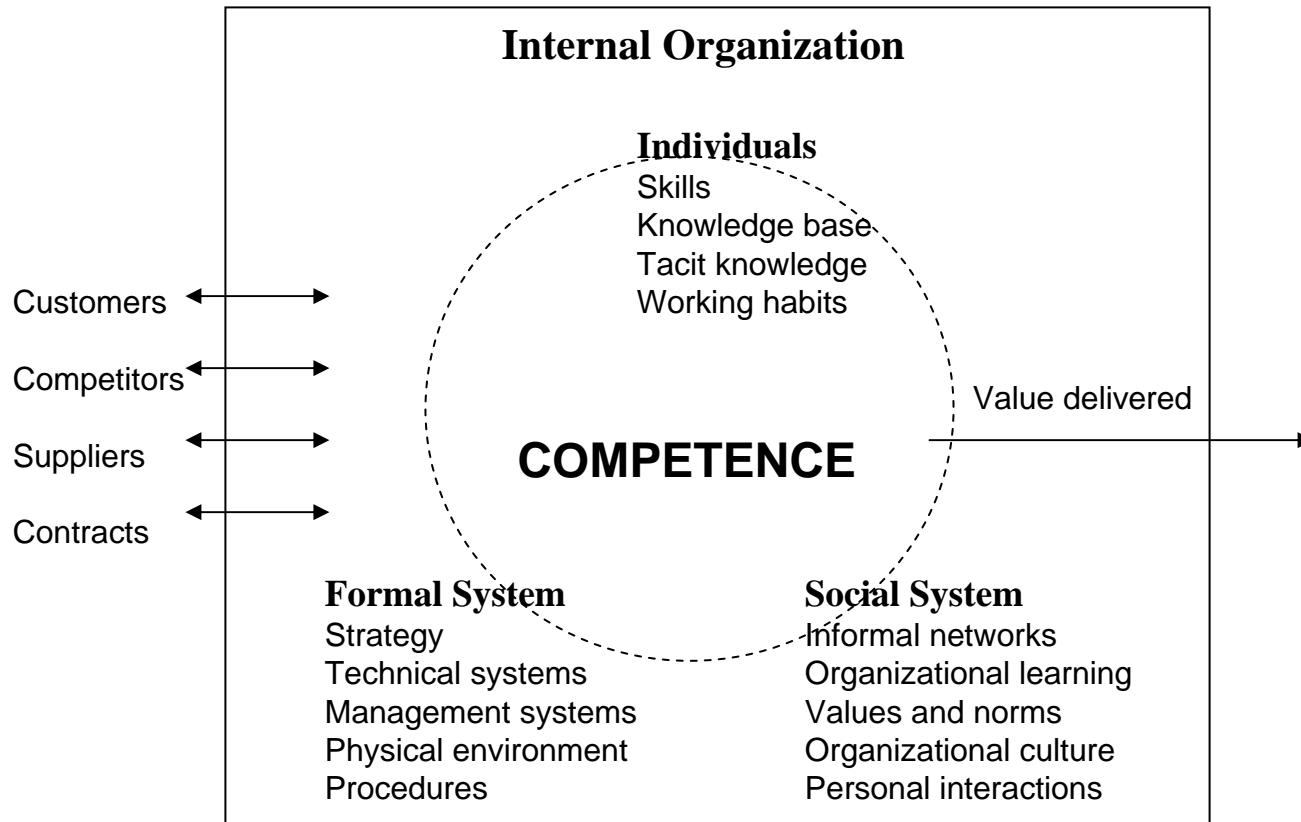


Senior Management: Strategic Planning

Content and form of core competencies are created through the logical and practical linkages between the organization's goals, structure and culture.

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EXTERNAL ENVIRONMENT



Senior Management: Strategic Planning

Issues of strategic planning and core competencies:

- SWOT analysis – identify Strengths, Weaknesses, Opportunities, Threats
- Ask: How to we build on our successes?
- Ask: Where are we going?
- Ask: What is lacking?

Senior Management: Strategic Planning

Issues of strategic planning and core competencies:

- Vision
- Mission
- Product / Services Market Strategy
- Competence Strategy

Senior Management: Strategic Planning

Issues of strategic planning and core competencies:

- Product / services market strategy
- Competence based strategy – generate a competitive advantage by means of internal factors

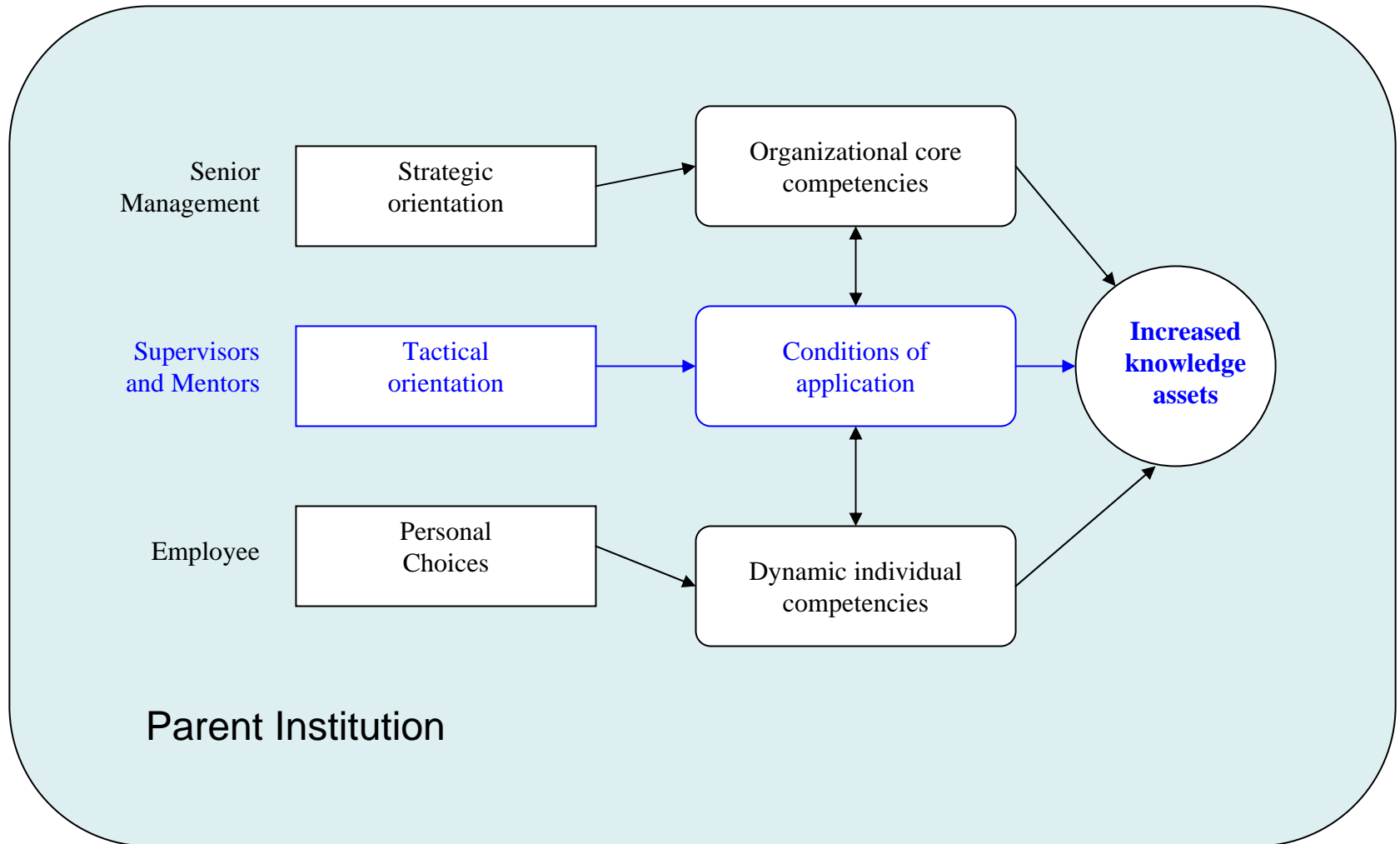
Must integrate the product / services market strategy and the competence based strategy by means of the vision and mission of the organization

Senior Management: Strategic Planning

Characteristics of successful strategies:

- Clear understanding of external environment
- Appreciation of the organization's strengths and weaknesses
- Involvement of key stakeholders
- Consistent with the values and goals of the parent organization

Management Roles



Supervisors and Mentors: Line management

Line management has the dual responsibility of converting the direction (of an organization) into a series of value-adding initiatives as well as inviting and challenging employees to develop solutions.

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Supervisors and Mentors: Line management

Because knowledge is carried through human resources, the aptitudes, the skills and motivation of the employees are important factors in achieving the organization's objectives.

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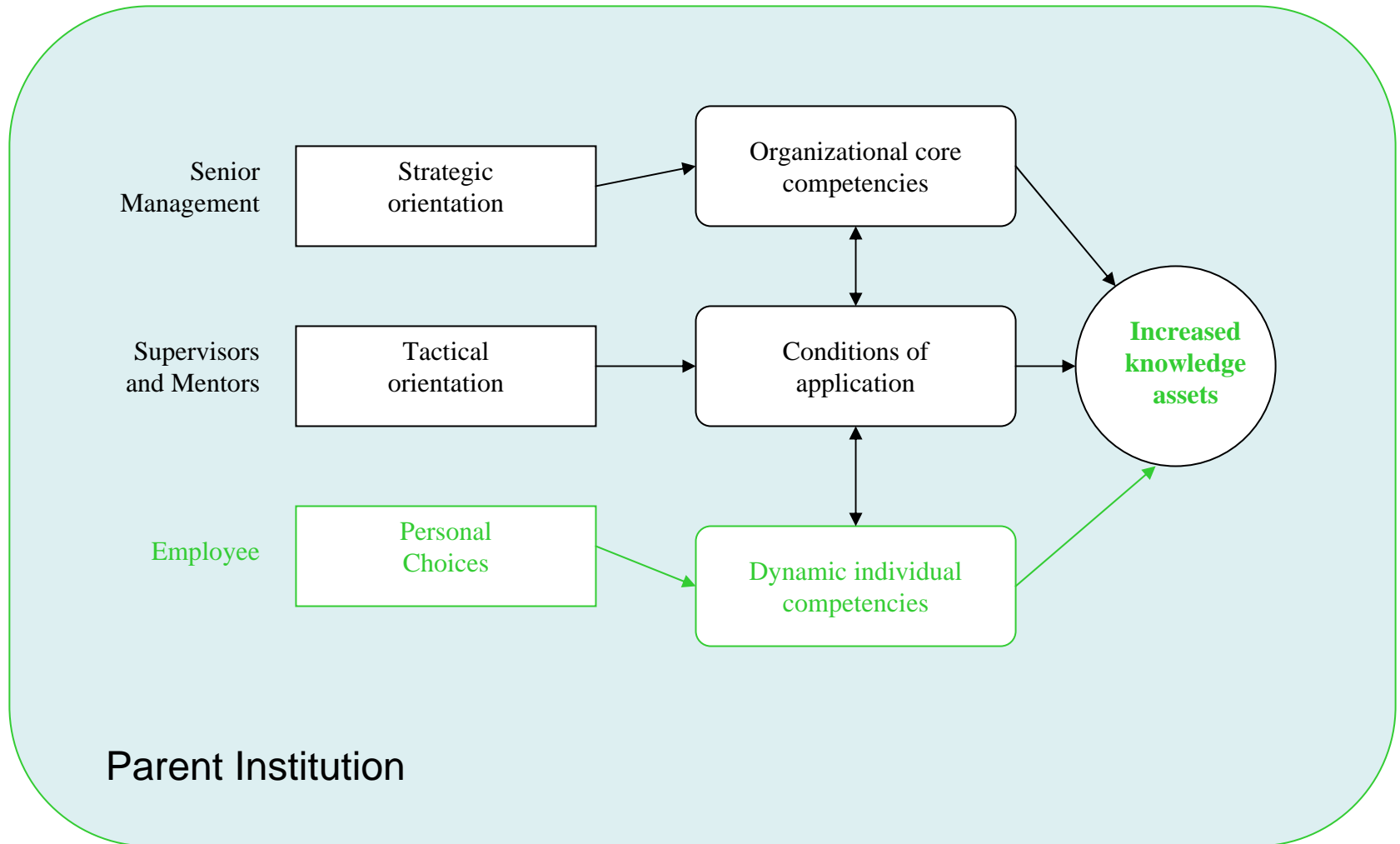
Supervisors and Mentors: Line management

- SWOT analysis – identify Strengths, Weakness, Opportunities, Threats
- Identify competence needs - competencies should be department / organization specific – this implies they are rare, intangible, costly to copy.
- Map efforts / goals of employees to vision / mission / goals of organization / parent organization

Supervisors and Mentors: Line management

- Recruitment and selection
- Training and development
- Performance appraisals
- Coaching, counseling, and mentoring
- Reward systems
- Career development
- Succession planning
- Change management

Management Roles

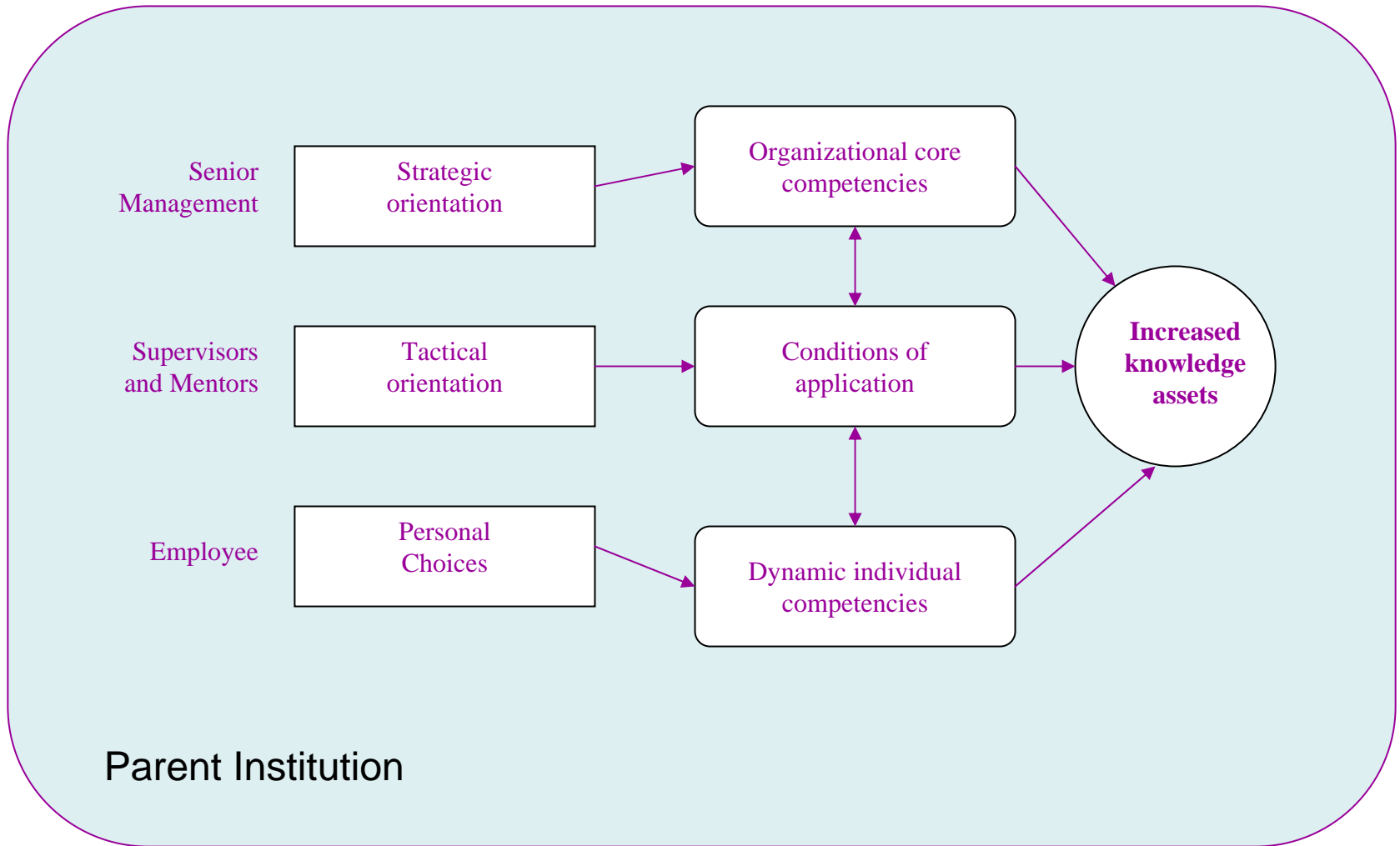


Employee

An organizations ability to communicate with its employees regarding the behavior connected with success increases the organization's ability to achieve its objectives.

Employee

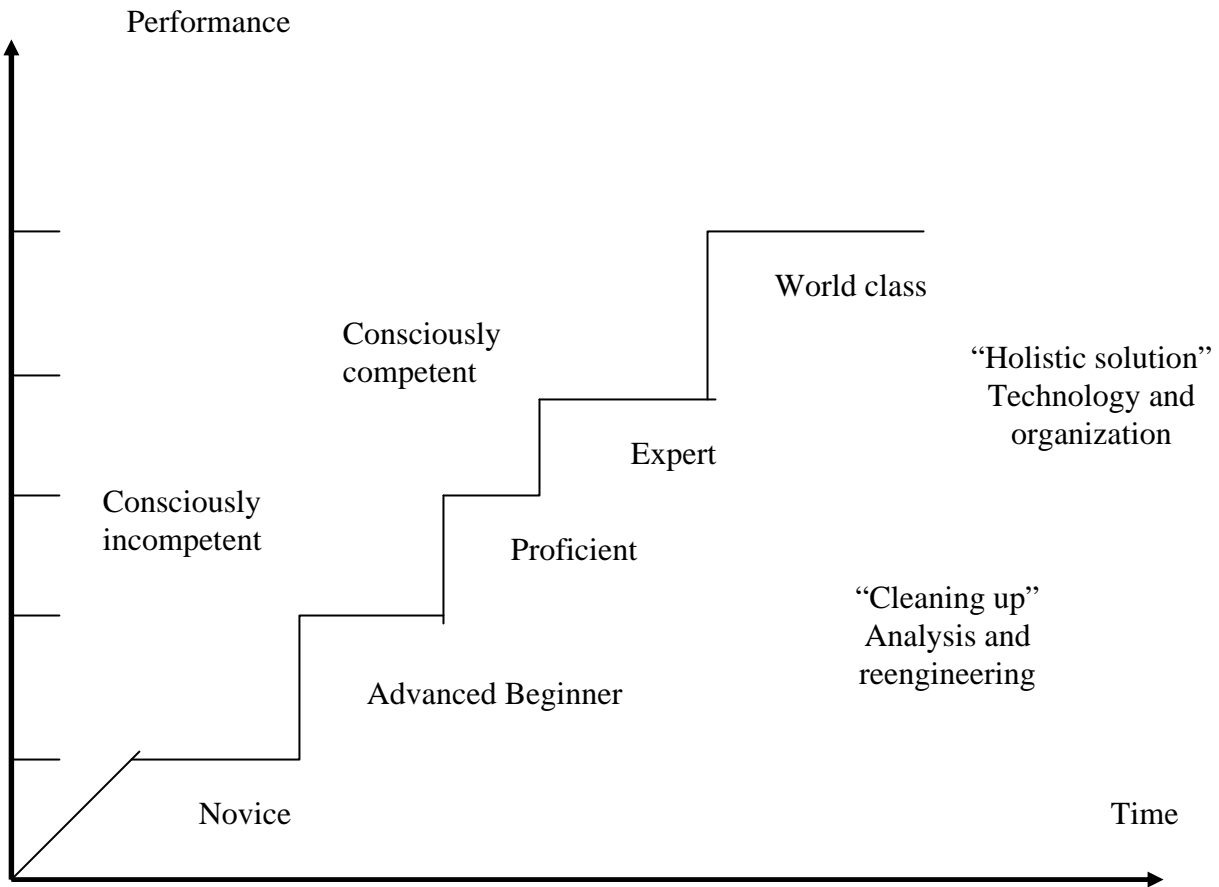
- Self analysis
- Career development
- Change agent



Core Competencies and their application in Management

Information organizations of today must become 'learning organizations' – an organization that has an enhance capacity to learn, adapt and change, and is skilled at creating, acquiring, and transferring knowledge and insights.

Garvin from Giesecke and McNeil.



A. Drejer The case of organizational learning of competence

So, why do libraries need competencies?

- Better human resource planning
- More effective training programs
- A list of critical technological capabilities
- An opportunity for a strength-weakness analysis
- Help with outsourcing options
- Guidance for development or change
- Vision for the whole organization
- Innovation

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