

# Competency Development

*Core to our consulting approach is the Matrix of Working Relationships (MWR), one of the most comprehensive and useful models of organisational behaviour and dynamics currently available.*

## THE MATRIX OF WORKING RELATIONSHIPS

The MWR model provides a sound theoretical foundation that may be used in the development of competencies for organisations. All of the products and services offered by BIOSS SA, including competency profiling, are based on the MWR framework. Results from any intervention using our products and services can therefore be fully integrated. The MWR model has been comprehensively researched and validated and is used by many organisations world-wide, large and small.

The MWR model identifies seven themes of work, differentiated on the basis of **complexity** and **time-span of decision-making**. No theme is more important than another, and people working within each theme add value and provide a unique contribution to the flow of work within organisations by:

- ▶ Doing work that is completely different
- ▶ Making provision for reporting levels to do the same, and
- ▶ Signalling these aspects to the outside world.

**THEMES I to III** form the **Operational Matrix**, which is about the operational functioning of any business. Focussed on adding value for the present, the respective themes of work – **Quality** at I, **Service** at II and **Practice** at III – **time horizon of less than two years**.

**THEME IV** –theme of **Strategic Development** and **THEME V** – **Strategic Intent** make up the **Organisational Matrix** and are about setting the strategic intent of organisations and developing intent into practical operational objectives. **Time horizon is up to ten years**.

**THEMES VI AND VII** form the **Strategic Matrix** and have to do with the sustained viability of organisations for future generations in a time frame that may exceed 25 years. The themes of work for these levels are **Corporate Citizenship** and **Corporate Prescience** respectively.



## COMPETENCY DEVELOPMENT AND PROFILING

We develop competencies within the MWR framework. The importance of a sound competency framework cannot be stressed enough, as it forms a foundation and is a key driver for effective human resource management. It impacts on and affects succession planning and career pathing, talent management, leadership development, assessment and performance management.

- ▶ Phase 1 – Clarification of key competency drivers: workshop held with Senior Management representatives to clarify business context and critical factors impacting on required competencies.
- ▶ Phase 2 – Job profiling and competency development: enabling companies to recruit the best people and ensure that abilities, skills and competencies are matched to job requirements. Best practice includes **job analysis** which provides the basis for, inter alia, Objective recruitment and selection in line with the requirements of the LRA, Training and development programmes and interventions, Performance management and succession planning and career management

The job analysis process includes gathering information about positions in the company by conducting a job profiling exercise that will lead to the identification of:

- ▶ Work-related outcomes (i.e. a job profile that will highlight the key job tasks, accountabilities, and outputs, and work complexity based on MWR)
- ▶ Worker-related outcomes (i.e. the person specifications linked to the position).
- ▶ We utilise the following job profiling process to achieve the required outputs:
  - verifying unique positions or job clusters in the company at different levels
  - identifying work related outputs and competencies.
  - compiling and aligning job profiles to business, focussing on key performance areas and activities, standards of measurements, minimum, generic and specific requirements.
  - development of a competency dictionary for the organisation for future use.

We use the term ‘competencies’ to refer specifically to those attitudes, understandings and insights that combine knowledge and skills, for meeting standards or for superior on-the-job performance.

*Contact us for more information or visit our website on [www.bioSS.co.za](http://www.bioSS.co.za)*