

# COMPETENCY DEVELOPMENT

## The Matrix of Working Relationships (MWR)

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 development, are based on the MWR framework. 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**, and this informs the competency development process.

## Competency Development Process:

We develop competencies within the MWR framework. The phases we follow are:

- **Step 1: Diagnostic Phase**
  - ✓ Competencies are developed against the strategic intent of the organisation, leadership philosophy, the key business drivers, the desired values and culture, as well as the future world of work.
- **Step 2: Data Accumulation**
  - ✓ Follow-up workshops / user forums are conducted with a representative sample of job incumbents at each level in order to further define / refine the competencies required, as well as to develop the anchors that will be included in the competency dictionary.
- **Step 3: Benchmarking**
  - ✓ This phase involves benchmarking the competencies against the MWR framework, as well as best practice and industry standards. In this way, the competencies developed may be integrated in a coherent framework that ensures a consistent approach.
- **Step 4: Reviewing and Adapting**
  - ✓ The developed competencies are ultimately reviewed with the assistance of the user forum, executives, representatives of all levels, as well as HR representatives in order to ensure agreement, validity and alignment. At this stage, competencies or indicators are adapted until agreement is reached and the organisation is satisfied.

## OTHER BIOS SA PRODUCTS AND SERVICES

CPA, MCPA, MCPA-SCAN, IRIS, LPA, PsyMetrics Psychometric Assessments, Gamified Assessments, ELDI 360, Assessment Centres, ORA, WRA, MWR Job Profiling, Nature of Work Reviews, Talent & Structural Analytics, Organisational Mapping, Mode Plots, Capability Balance Sheet, Competency Design, Change Management.

Additional information can be sourced by contacting the Johannesburg office on +27 (0) 11 450 2434 or emailing [info@bioss.com](mailto:info@bioss.com).

For more information on the Competency Development or a free consultation please contact [info@bioss.com](mailto:info@bioss.com) or call 011 4502434.