

The Schroder Behavioural Framework

A highly validated framework for high performance management

Competency frameworks are an increasingly accepted part of modern HR practice. They provide the individual with a map or indication of the behaviours that will be valued, recognised and in some organizations, rewarded.

Competency frameworks can generate greater employee and organisational effectiveness, more effective training needs analysis and more effective career management. They are commonly used for assessment at recruitment, performance evaluation time and for development.

The Schroder framework

Getfeedback recommend Schroder's High Performance Managerial Competencies (HPMC)¹ framework. This highly robust and recognised behavioural framework has been researched and developed for over 20 years making it one of the most validated frameworks available.

The framework is comprised of 11 behaviours which have been linked with high-performance in leaders and managers at all levels and in many different industry sectors. The 11 behaviours span cognitive, interpersonal, directional and achieving dimensions and each is further defined by 5 levels - ranging from negative use of the behaviour at level one, to an inspirational use of the behaviour at level five at which an individual is embedding a culture which supports and encourages others to use this behaviour within the organisation.

The framework recognises that every individual has their own unique pattern of strengths, and as such a high-performing leader is defined by the four or five behaviours within the framework at which they excel. In addition, the high-performing leader will have no limitations. That is, they will not demonstrate negative use of the behaviours. Their impact on the organisation is positive at all times.

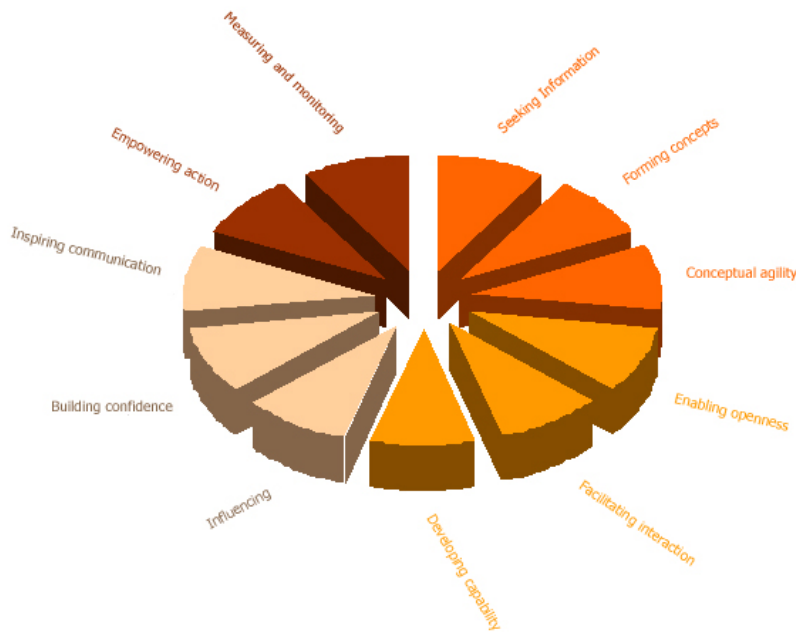
Why use the framework?

The Schroder competency framework has been widely implemented by Getfeedback across multiple sectors and industries as well as levels of seniority for over ten years. It has proven to have brought the following benefits to the individuals and organisations Getfeedback have worked with:

- Employees have a clear set of objectives to work towards and expectations about how to perform their jobs
- Links between organisational and personal objectives are transparent and motivating
- Appraisal and recruitment processes are standardised, more reliable, accurate, and fairer
- Performance discussions between manager and individual are of better quality as a result of a shared understanding of what behaviours are valued by the organisation
- Immediate understanding of how individuals and teams can improve their performance

¹ Schroder, H.M. (1989). *Managerial competence: The key to excellence*. Kendall, Hunt: Iowa.

Schroder, H.M., Driver, M.J., and Streufert, S. (1967). *Human information processing*. Holt, Rinehart & Winston: New York.



**The Schroder
High Performance
Managerial
Competencies
Framework**

How can Getfeedback help you?

Implementing a robust and recognised behavioural framework

Getfeedback helps small and large organisations:

- Introduce or upgrade a competency framework to support their people processes: recruitment, development, performance management...
- Align competencies with the strategic direction of the organisation
- Clarify roles and responsibilities of employees, tailoring the competency model accordingly
- Measure and differentiate performance levels

When introducing or adapting the Schroder framework to your organisation, our consultants will work closely with your teams and involve your people. This ensures that the competencies are fully understood, accepted and embedded within your organisation.

Implementing a leading edge 360° feedback survey

Getfeedback's off-the-shelf 360° feedback surveys have been designed around the Schroder High Performance Managerial Competencies. The insight gained from the surveys leads to greater personal career success for the individual and enhanced performance

"Through working in partnership with Getfeedback we have put in place the building blocks which will enable us to achieve a significant and measurable improvement in employee performance. In addition, we are also increasing opportunities for our employees to develop and improve both their behavioural and technical skills."

Caroline Pear, Practice Development Manager, EDF Energy.

AT A GLANCE

- Scientifically proven and reliable
- Fits all levels of seniority
- Applicable to all sectors
- Complements technical frameworks

What next?

To find out more about the Schroder High Performance Managerial Competencies or if you are looking to introduce or upgrade your competency framework, contact James Shimmen at james.shimmen@getfeedback.net or call us on 01491 845532.