



Schroder High Performance Management Competency Framework

A highly validated framework for high performance management

Background

The 11 competencies that comprise the framework were identified through extensive research carried out in the USA and UK. The competencies describe behaviours that have been empirically shown to distinguish between high performing and average performing job holders and can predict superior organisational performance across a wide range of organisations, industries and countries (Cockerill, Hunt, Schroder, 1995). In addition, the research has shown that the HPMC's are particularly relevant in dynamic and changing environments such as those many of us find ourselves in today.

The framework

The 11 competencies are organised into 4 clusters: Thinks, Involves, Inspires and Achieves to align with cognitive, interpersonal, directional and achieving dimensions of leadership.

thinks

they are problem solvers that gather information to be well-informed, thinking creatively and evaluating options

achieves

they make plans and are proactive in order to get things done; setting goals and monitoring progress to ensure success

the high-performing individual

inspires

they gain buy-in by focussing on benefits and advantages; communicate clearly; are decisive and demonstrate optimism

involves

they build open and honest relationships, collaborate with others, develop themselves and support the development of others

Thinks

Involves

Seeks Information

Information gathering and sharing - Keeping up to date; researching; asking questions to find out about a broad range of factors. Sharing knowledge and information with others.

Forms Concepts

Understanding what's happening and being creative -Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models.

Conceptual Agility

Evaluating options or possibilities - Being open to different perspectives; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.

Enables Openness

Interacting with openness and respect - listening to others; asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.

Facilitates Interaction

Active participation in and facilitation of group discussions - sharing ideas; vocalising links between own and others ideas; encouraging others to speak up and focus on objectives; fostering collaborative working.

Develops Capability

Developing self and others - active management of own development and supporting the development of others through ongoing discussion and performance appraisal, provision of training, mentoring, coaching, secondments etc.

Influences

Persuading and influencing others - gaining buy-in and support; selling ideas; striving for mutually beneficial solutions and relationships; building and maintaining personal networks.

Builds Confidence

Displaying self-confidence and building positivitybeing decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success.

Inspiring Communicator

Effective and engaging communication - clear, concise and structured in communication; using visual aids, metaphors, humour, analogies to deliver messages with impact.

Empowers Action

Planning, co-ordinating and delegating - Organised and methodical; defining roles and responsibilities; proactive and accountable; empowering others; removing barriers to action.

Measures & Monitors Performance

Setting goals and monitoring performance - defining how success can be measured; setting KPIS; identifying stretch; providing feedback on performance; improving performance for the benefit of the customer

nspires

Achieves

A levelled framework

The framework is designed such that each competency has five levels at which it can be displayed. Each level describes a set of behaviours associated with the competency. These range 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. In between are levels that an individual at any level of an organisation will utilise in their day to day working life.



An Example

To bring this to life, here's an example of one of the Involves competencies – Enables Openness.



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

"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.

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.



MyStrength – Competency Self Assessment

MyStrength is a new self-assessment tool developed by Getfeedback to provide individuals with a way of measuring their own behaviour against a robust and validated competency framework. MyStrength is an ideal tool for obtaining behaviour based developmental feedback where traditional competency based tools such as 360 degree feedback surveys are not suitable or appropriate.



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 Getfeedback at info@getfeedback.net or call us on 01491 845536.