

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.



The diagram below gives a brief description of each competency to give a sense of what each competency is about. Remember, each one describes behaviour – that is what we say and do; how we make decisions; interact with others and get things done as opposed to the outcomes we achieve. They are not our personality or our motivations; although these do manifest themselves through our behaviour.



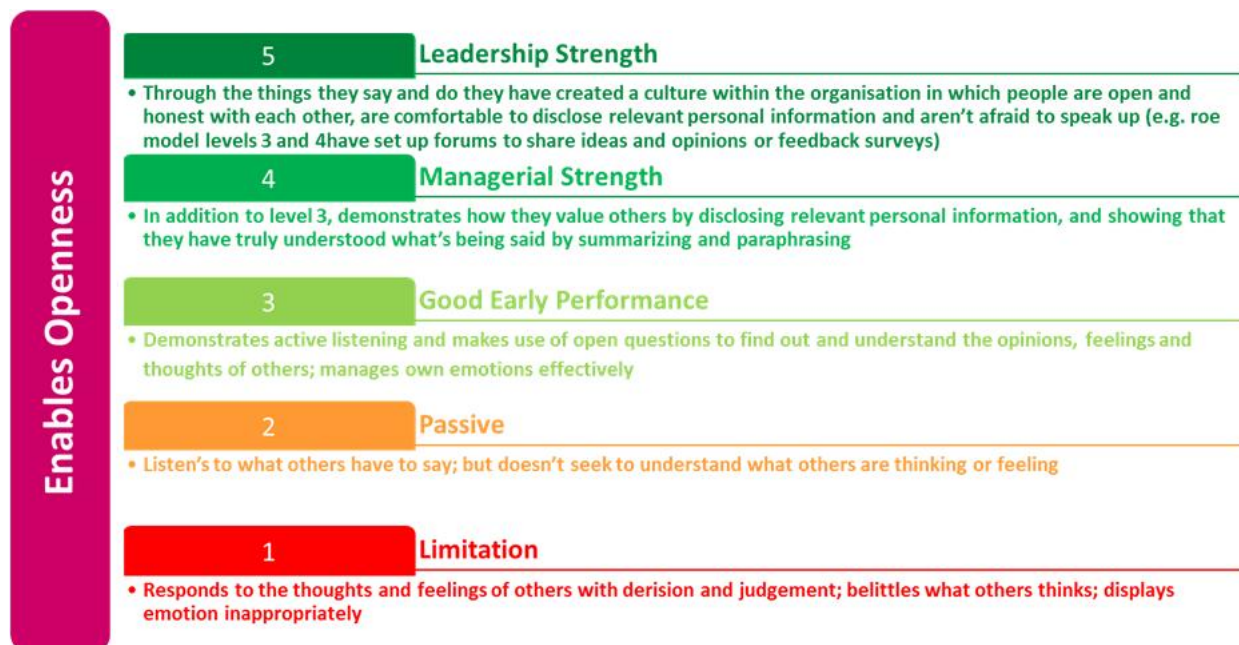
A levelled framework

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.