

SIM Professional Development

HR Management & Development

Competency Modelling: The Basics - and Beyond

Website: <http://pd.sim.edu.sg/sim/pro/course/?sh=DETAIL&id=C000041-2007&keyword=rothwell>

Introduction

If looks are deceiving, what can you trust to gauge a person's competency? This workshop has the answer with a defined methodology for competency identification, competency modelling, and competency assessment, providing a more reliable evaluation of a person's abilities than an expensive suit.

Benefits to You

Upon completing this workshop, you will be able to:

- define such key terms as competency, competency identification, competency model, competency modeling, competency assessment, 360-degree assessment, multi-rater, full-circle assessment, and Individual Development Planning
- discuss the difference between competency-based HR management and work-based HR management
- describe key approaches and methodologies to conduct competency identification
- practise Behavioral Events Interviewing (BEI) and analyse BEI results
- use the results of competency identification to draft a competency model for a targeted job category, department, or occupation
- use the results of competency identification to establish a multi-rater, full-circle assessment
- use the results of competency identification and a multi-rater, full-circle assessment to identify the basis for Individual Development Planning (IDP)
- develop and apply a competency directory to help individuals carry out individual development planning

Programme Outline

Day 1

- **Introduction**
 - Workshop objectives and organisation
 - Icebreaker and participant objectives
- **What is Competency Modeling ?**
 - Activity and debrief
 - Defining key terms
 - Explaining how competency identification, modeling and assessment differs from job analysis or work analysis
 - Explaining how competency-based HR management differs from job-based HRM
 - Emphasising the importance of competency identification, modelling and assessment
- **How is Competency Modeling Carried Out ?**
 - Overview of methodologies
 - Using borrowed competency models
 - Activity and debrief on borrowed competency models
 - Using borrowed and modified competency models
 - Activity and debrief on borrowed and modified competency models
 - Using tailored competency models
 - Conducting behavioural events interviewing (BEI)
 - Activity 1, activity 2 and debrief on BEI
 - Analysing the results of competency identification
 - Activity and debrief on analysing the results of competency identification
 - Drafting a competency model

- Activity and debrief on drafting a competency model

Day 2

- **How is Multi-Rater, Full-Circle Assessment Designed and Carried Out ?**
 - Definitions of key terms
 - Why use multi-rater, full-circle assessment ?
 - How can multi-rater, full-circle assessment be designed and carried out ?
 - Activity 1, activity 2 and debrief on multi-rater, full-circle assessment
- **How Do You Conduct Individual Development Planning (IDP) ?**
 - Definitions of key terms
 - Why use IDPs ?
 - How can IDPs be used and followed up ?
 - How is a competency directory and a competency inventory established and used ?
 - Activity 1, activity 2 and debrief on individual development planning
- **Conclusion**
 - Review of workshop purpose, objectives and participants objectives
 - Next steps ?
 - Workshop evaluation

Who Must Attend

For individuals who needs to carry out competency identification, modelling, and assessment in organisational settings.

Programme Leader

This programme will be conducted by:

William J Rothwell, Ph.D., SPHR, is President of his own consulting firm that offers services in succession planning and management. He is also Professor of Workplace Learning and Performance at The Pennsylvania State University. As a consultant, he has worked with over 39 multinational corporations. As an academic, he heads up the #1-ranked graduate program in workplace learning and performance in the USA. Dr Rothwell is well known for his book Rothwell, W., & Sullivan, R. (Eds). (2005). *Practicing organization development: A guide for practitioners*. 2nd ed. San Francisco: Pfeiffer and Company. The first edition of that book was one of the top 3 bestselling books in OD of all time. He has authored, co-authored, edited or co-edited over 275 books, articles, and other works.

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| Venue | : To be advised | |
| Time | : 9:00 - 17:00 | |
| Fee (Inclusive of 7% GST) | Members | Non-members |
| | S\$ 963.00 | S\$ 1,123.50 |
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Date

24/08/2011 - 25/08/2011

Closing Date

Jul 22, 2011



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HR Management & Development

Effective Succession Management

The ABCs of Developing a Succession Management System from Scratch

Website: <http://pd.sim.edu.sg/sim/pro/course/?sh=DETAIL&id=C000164-2007&keyword=rothwell>

Benefits to You

Many HR practitioners are faced with the need to coordinate the start-up of a comprehensive succession management system. This workshop provides a detailed approach to guiding that start-up. While that approach may need to be modified and aligned with each corporate culture, it provides enough details for you to implement the succession management system.

Key Issues of the Workshop

- Determine whether you have top management support
- Link succession plans to HR plans and organisational strategy
- Describe the life cycle of succession management systems and how they influence establishing and maintaining a succession management system
- Review the essential components of a succession management system and plan for adding or revising components
- Prepare a project plan to implement a succession management system
- Select governing values and competencies to be developed
- Examine the components of a performance management system as part of a succession management effort
- Determine the assessment methods to identify future potential
- Clarify tracking methods and IDPs for high potentials

Programme Outline

- **What is Succession Planning and Management ?**
 - Why do organisations sponsor succession planning and management programmes ?
 - Emerging business trends
 - Population trends
 - Activity: Rate your organisation on succession planning and management
 - The life cycle of succession planning and management programmes
 - Replacement charting: Generations 1-3
 - How do you link succession planning and management to HR plans and organisational strategy ?
- **How Do You Implement a Succession Planning and Management System ?**
 - Common mistakes in a succession planning and management programme
 - Activity: Using the STAR Model
 - Activity on making the commitment: Do you have top management support ?
 - Using job / position descriptions and competency modeling
 - An activity on competency modeling
 - Rapid results assessment
 - Assessing present work requirements
 - Evaluating current performance
 - Performance appraisal form
 - Determining future work requirements
 - Assessing potential
 - Potential assessment form
 - Closing developmental gaps
 - Individual development plan
 - Evaluating the succession planning and management system
 - A model of succession planning and management
 - Career planning programmes and mentoring
 - Activity on mentoring

Programme Leader

This programme will be conducted by:

William J Rothwell, Ph.D., SPHR, is President of his own consulting firm that offers services in succession planning and management. He is also Professor of Workplace Learning and Performance at The Pennsylvania State University. As a consultant, he has worked with over 39 multinational corporations. As an academic, he heads up the #1-ranked graduate program in workplace learning and performance in the USA. Dr Rothwell is well known for his book Rothwell, W., & Sullivan, R. (Eds). (2005). *Practicing organization development: A guide for practitioners*. 2nd ed. San Francisco: Pfeiffer and Company. The first edition of that book was one of the top 3 bestselling books in OD of all time. He has authored, co-authored, edited or co-edited over 275 books, articles, and other works.

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Date

22/08/2011 - 23/08/2011

Closing Date

Jul 22, 2011



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Senior Management **NEW**

Organisational Design : Building an Organisational Structure Leading to High Performance

Website: <http://pd.sim.edu.sg/sim/pro/course/?sh=DETAIL&id=C002316-2010&keyword=rothwell>

Introduction

What comes first, structure or strategy? This is the chicken or the egg question in organisational strategic planning.

While much research has been done to examine ways to improve reporting relationships and command structure, many leaders still think of industrial age models of organisational design that are actually counterproductive to achieving work results. This programme examines the theory and practice in organisational design.

Benefits to You

- Relate the different concepts in Organisational Design
- Insights on traditional and new thinking on Organisational Design
- Apply the various approaches to Organisational Design effectively

Programme Outline

- Introduction to Organisational Design
 - Definition of key terms
 - The importance of Organisational Design
 - How organisational design relates to organisational strategy and individual performance
 - Importance of work design and how it relates to organisational design
 - Importance of work process and how it relates to work and organisational design
 - Organisational Design Best Practices
- Traditional Thinking on Organisational Design
 - Types of Organisational Design
 - Case study analysis
 - Work design and redesign
 - Process mapping and process improvement
- New Thinking on Organisational, Work and Process Design
 - General principles of complexity theory and its relationship to organisational, work and process design
 - General principles of emergent systems and its relationship to organisational, work and process design
 - Review of other research on organisational, work and process design
 - Making sense of the new thinking
- Approaches to Organisational, Work and Process Redesign and Reorganisation
 - How to conduct organisational, work and process redesign
 - Approaches to organisational, work and process redesign and reorganization
 - Application of the approaches to organisational, work and process redesign and reorganization
 - The role of team building in organisational design

Applying What You have Learnt

Who Must Attend

For executives and senior practitioners in human resource.


Programme Leader

This programme will be conducted by:

William J Rothwell, Ph.D., SPHR, is President of his own consulting firm that offers services in succession planning and management. He is also Professor of Workplace Learning and Performance at The Pennsylvania State University. As a consultant, he has worked with over 39 multinational corporations. As an academic, he heads up the #1-ranked graduate program in workplace learning and performance in the USA. Dr Rothwell is well known for his book Rothwell, W., & Sullivan, R. (Eds). (2005). *Practicing organization development: A guide for practitioners*. 2nd ed. San Francisco: Pfeiffer and Company. The first edition of that book was one of the top 3 bestselling books in OD of all time. He has authored, co-authored, edited or co-edited over 275 books, articles, and other works.

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| 16/08/2011 - 17/08/2011 | Jul 19, 2011 |  Click to register |

HR Management & Development **NEW**

From Building Employee Engagement to Building a Performance Culture

Website: <http://pd.sim.edu.sg/sim/pro/course/?sh=DETAIL&id=C002322-2010&keyword=rothwell>

Introduction

Engaged employees are committed to their organisations' work, and organisations that have a high percentage of engaged workers have been shown to have the best business productivity and performance. This programme examines what must be done to gauge and improve employee engagement and how that can help to establish a high performance workplace with a performance culture.

Benefits to You

You will be able to:

- Define employee engagement
- Summarise research on employee engagement that links it to organisational performance
- Examine ways to measure employee engagement and establish programmes to improve it
- Define a performance culture and a high performance workplace
- Describe how to use employee engagement programmes to build a high performance workplace and a performance culture

Programme Outline

- A Business Case for Employee Engagement and a High Performance Workplace
 - How employee engagement relates to organisational performance and productivity
 - Building management commitment to employee engagement programmes
 - Case study: Shell Oil Company
- A Model for Employee Engagement Programmes
 - The need for a model
 - Review of employee engagement models
 - A step-by-step employee engagement model
 - Measuring engagement
 - Implementing and evaluating engagement programmes
 - Case study: ConAgra Foods
 - Employee engagement best practices
 - Case study: Ford Motor Credit Company
- A Model for Building a High Performance Workplace (HPW)
 - Defining HPW and explaining the need for a model
 - Research on a high performance workplace
 - Measuring HPW
 - Reactions to how the tool might work in your organisations
 - Implementing and evaluating an HPW program as part of an employee engagement programme
 - A case study on HPW

Who Must Attend

Trainers, HR professionals, business managers and anyone interested in employee engagement programmes and how to use them to increase organisational performance.


Programme Leader

This programme will be conducted by:

William J. Rothwell, Ph.D., SPHR is President of his own consulting firm and is also a Professor of Workforce Education and Development at The Pennsylvania State University at University Park. Prior to his 15 years of academic and consulting career, he was for 20 years a corporate trainer for a large insurance company in the U.S. and was also the training director of a state government agency. He has consulted with over 40 multinational companies and has authored, coauthored, edited or co edited more than 64 books. He has also been a major researcher/investigator for ASTD, formerly the American Society for Training and Development, on the last 4 international competency studies of the field formerly called "training" and now called "workplace learning and performance."

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