

Increasing Employee Competence

1.) Quick Quote to Consider

"Vital organizations have adopted an attitude of lifetime learning, and they help their members make everyday learning a reality in their lives. The nourishment of individuals lies at the heart of vitality in organizations and the nourishment of individuals begins with the opportunity to learn." Max Depree, Leadership Is An Art

2.) Article Excerpt on Increasing Employee Competence

As we were going through our files of interesting articles, we ran across one from The Sloan Management Review from Winter 1998 that is still relevant today. And it complements last month's Leading Edge of the 12 Predictors of Employee Satisfaction. In "Intellectual Capital = Competence X Commitment" by Dave Ulrich, the importance and challenges of increasing the competence of employees is discussed.

Increasing Employee Competence

"Competence in the absence of strategy is like acting without an audience. The audience gives the act focus and energy. Customers help a firm focus a strategy; then the firm aligns competencies to deliver strategy. Second, competencies need to be generated through more than one mechanism. There are five tools for increasing competency within a unit (firm, site, business, or plant).

5 Tools for Increasing Competence

Buy: Acquire new talent by hiring individuals from outside the firm or from elsewhere within the firm. Buying new talent brings new ideas, breaks old cultural roadblocks, and creates intellectual capital by shaking up the firm.

Build: Train or develop talent through formal job training, job rotation, job assignment, and action learning. Managers build intellectual capital by investing in employee learning in which inquiry is coupled with action, new ideas replace the old, and behavior changes.

Borrow: Form partnerships with people outside the firm (for example, consultants, vendors, customers, or suppliers) to find new ideas. Effectively used consultants or outsourcing partners may share knowledge, create new knowledge, and design work in ways that people too close to the work would not have done.

Bounce: Remove individuals with low or sub-par performance. Managers must make difficult personnel decisions decisively. Those who stay or leave should know why and what is expected of them.

Bind: Retain the most talented employees. Keeping senior managers who have vision, direction, and competence is important, and retaining technical, operational, and hourly workers also matters because investments made in individual talent often take years to pay back."

3.) Retaining your most talented employees

Northwood Consulting, Ltd. is a resource for helping you to increase loyalty of your most talented star performers. Money is a motivator, but providing challenges and investing in employees' growth can be even more powerful in keeping your stars. Coaching is one method for action learning.

Northwood is about making profound differences in people's professional and personal lives through one-to-one or team coaching on creative thinking and problem solving, improving communication, and developing leadership.