

# IDEA INC.

Competency Development  
Recommendations for Project Team X

Assessment Report

- CONFIDENTIAL -

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*This is a fictional example. Moreover, the contents of this document have been significantly simplified for didactic purposes.*

## **Goals of the competency development project:**

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Team X is in charge of the implementation of IT projects within IDEA Inc.'s Finance Department.

A qualitative and quantitative audit has just been conducted. It reveals that, while the team displays high quality skills and expertise, its new organization, processes and interfaces need to be redefined more clearly. This should enable team members to manage their diverse activities with shorter reaction times, as well as lay the foundations for a much more effective management of the project's partners.

In agreement with the CFO, team X's operations manager now wishes to undertake a competency development process for the members of his extended team. The aim being to direct their energies towards the achievement of the mission set by the CFO.

The project will be conducted in close partnership with the Finance Department's management. An HR support may be called upon if necessary – depending on the selected development actions, in order to optimize coordination.

## **Individual assessment results:**

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Our analysis of the competency profiles of team X's members leads us to highlight the following elements:

- ▶ The study shows that the team enjoys a high level of technical skills, as well as a large experience in several areas – including the conduct of important projects.
- ▶ It highlights the team's intellectual dynamism, strong analytical orientation and willingness to find practical and quick-to-implement solutions. These are certainly significant assets for the successful completion of the diverse projects it is in charge of.
- ▶ Team members tend to display an orientation towards short term goals. This may reflect a tendency to focus on day-to-day operations with a strong performance orientation and the search for quick results. How long term goals are dealt with – and how much the impact of the team's decision-making on other activity sectors is taken into account – remains an open question.
- ▶ As a results, it appears that the mainly communicates in an informative and reactive manner. Proactive communication is somewhat lacking.
- ▶ The management style is rather old school, i.e. very formal. The level of tolerance is very (too?) high. The diverse team members should put more assertiveness into their management, raise their level of control and increase the intensity of their communication.

## ► Recommendations:

The above mentioned observations have led us to formulate the following development recommendations:

- Raise the level of autonomy of the unit's key people and employees by using process-oriented management approaches (a new approach based on some aspects of the *Agile methods* may be implemented). This would also contribute to mitigating the sense of hierarchy.
- Unify and/or harmonize the management tools used by the diverse units and project teams of the Finance Department.
- Instate a system of monitoring in order to make advanced control indicators available (and thus strengthen the team's ability to anticipate).
- Provide team leaders with the resources they needs to manage their teams while integrating human resources into activity workflows, which may be achieved by resorting to training and coaching.
- Reinforce assertiveness by leading personal development actions and by creating the conditions for everyone to express themselves freely and make the best of their potential, whether personal or technical.

## Graphical results:

Here is the example of a graph that may be used to discuss the results of the team in question. It displays the standard macro-criteria that are obtained with the assessment tool *Sigmund Potentiel™*. In this case, the team is compared to the Swiss average.

