

 KORN FERRY
**KORN FERRY
LEADERSHIP ARCHITECT®**
Global Competency Framework
City of Tacoma Council & Human Resources

Committee of the Whole – 10.08.2019

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Definition of a competency

Observable and **measurable**
skills and behaviors
that contribute to
workplace effectiveness
and **career success.**

They determine how we do our jobs,
how we accomplish goals.

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Navigating through the deck



1 Ensures Accountability

Holding self and others accountable to meet commitments.

SKILLED

- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

OVERUSED SKILL

- May not give appropriate credit to others.
- Strictly enforces accountability; doesn't consider situations that are beyond individuals' control.
- Focuses too much on numbers and hard data; measurement becomes a goal and a pursuit of its own.

LESS SKILLED

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.

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Competency cards

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Position profile questions

What are the **strategic goals** of the organization or function? **1**

What are the **deliverables**/expectations of the job? **2**

What are **some barriers** to performance? **3**

What **differentiates** high performers? **4**

Job profile card sort

What is "mission critical" for this position in order to support the business?



12 cards



14 cards



12 cards

Posting sort results: **mission critical**

Write the competency numbers of your 12 **mission critical** cards on the green dots.

Stick the green dots on the poster next to the same competency numbers.

12 26 31

COMPETENCIES		HIGH			LOW	
<input type="radio"/>	1 Ensures Accountability (F)	●	●	●		
<input type="radio"/>	2 Action Oriented (D)	●	●			
<input type="radio"/>	3 Manages Ambiguity (L)	●				
<input type="radio"/>	4 Attracts Top Talent (H)					
<input type="radio"/>	5 Business Insight (A)	●	●	●		

Posting sort results activity: **less important**

Write the competency numbers of your 12 **less important** cards on the orange dots.

Stick the orange dots on the poster next to the same competency numbers.

12 29 35

COMPETENCIES		HIGH			LOW	
<input type="radio"/>	1 Ensures Accountability (F)	●	●	●		●
<input type="radio"/>	2 Action Oriented (D)	●	●			●
<input type="radio"/>	3 Manages Ambiguity (L)	●				● ●
<input type="radio"/>	4 Attracts Top Talent (H)					● ● ● ●
<input type="radio"/>	5 Business Insight (A)	●	●	●		

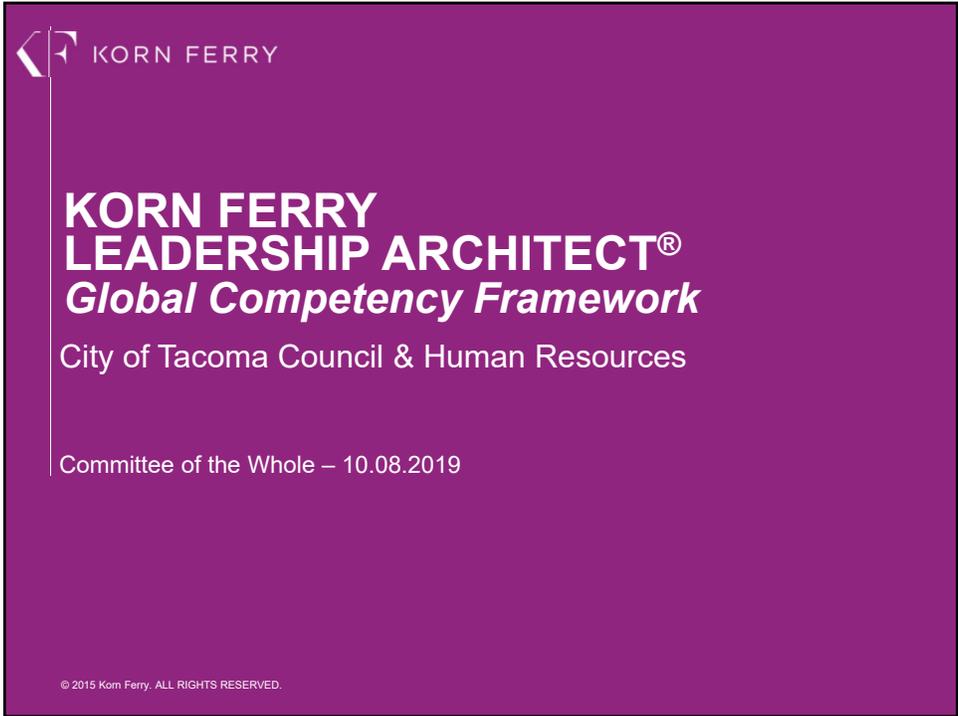
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Break

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The “Great Debate”

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