



COMPETENCY MANAGEMENT

JUNE 2025 EDITION

A special issue from ITD World Vietnam

Letter from the Editors

Dear valued readers,

This month we delve into a crucial component of effective human capital management: **Competency** – how organizations can effectively define, assess, and develop the competencies needed to drive performance and achieve strategic goals.

First, we'll provide a framework for HR Competency Model Analysis. We'll explore the key elements of a robust competency model, including defining core competencies, identifying proficiency levels, and aligning competencies with job roles and organizational objectives. This analysis will provide a practical guide for organizations seeking to develop or refine their own competency frameworks.

Furthermore, we'll draw on insights from David Rock's work in HBR, emphasizing the importance of clearly communicating expectations to employees. We'll explore how providing clear and specific targets – essentially, telling employees what you want them to strive for – can significantly enhance motivation, engagement, and ultimately, performance.

We encourage you to share your experiences and best practices in competency management within your organizations. Let's explore together how a strategic approach to competencies can drive individual and organizational growth!

Wishing you a prosperous month ahead!

Warm regards,

ITD World Vietnam Team

HR COMPETENCY MODEL ANALYSIS



Original source: <https://itdworld.com/blog/human-resources/hr-competency-model/>

HR Competency Model Analysis

What is the HR Competency Model?

Competency, at its essence, involves a fusion of skills, knowledge, abilities, and other essential attributes, often denoted as KSAOs (Knowledge, Skills, Abilities, and Other Characteristics) that are requisite for achieving success within a particular job, profession, or environment. Within the modern business landscape, organizations are on the lookout for a diverse spectrum of capabilities from their workforce, including:

- **Communication skills:** The ability to convey ideas effectively and comprehend messages with clarity.

- **Respect for diversity:** Embracing and valuing individual differences within a multicultural and inclusive setting.

- **Collaborative work ethic:** The capacity to function cohesively within teams, fostering synergy and cooperation.

- **Empathy:** Understanding and empathizing with the perspectives and experiences of others, so as to facilitate productive interpersonal relations.

- **Analytical thinking:** The ability to scrutinize information critically, extract insights, and formulate informed decisions.

- **Persuasion & influencing skills:** The proficiency to sway opinions and mobilize others toward shared objectives through compelling rhetoric.

- **Problem-solving & decision-making:** Being able to identify challenges, devise innovative solutions, and execute prudent judgments, even under pressure. The HR competency model is a strategic instrument within the domain of Human Resources; it helps delineate the specific skills, knowledge, and behavioral requisites essential for employees to thrive within their roles/ industries/ organizations.

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HR Competency Model Analysis

What is the HR Competency Model?

In terms of job performance assessment, it provides businesses with a structured blueprint to discern and evaluate both the tangible, technical proficiencies and the intangible, interpersonal attributes of employees. This comprehensive

evaluation serves as the cornerstone for various facets of HR operations, including recruitment, talent acquisition, human capital management, training initiatives, and performance appraisals.

Benefits of the HR Competency Model

In a survey conducted by the Society for Human Resource Management (SHRM), 93% of 500 C-suite executives realized the importance of establishing an HR competency model to better manage work efficiency. Below is a summary of the various benefits that such a framework offers:

- **Alignment with organizational goals**

By delineating the specific competencies essential for success within each role, it serves as a guiding beacon that ensures all individual efforts and initiatives are synchronized with the broader vision and mission of the organization.

- **Enhanced awareness and insight**

With a specific framework in place, HR departments may gain insights into the abilities, skills, and behavioral attributes of their workforce. Armed with this comprehensive understanding, HR practitioners are better equipped to leverage the strengths of employees, identify areas for improvement, and tailor developmental interventions to meet the evolving needs of the organization.

- **Informed decision-making**

A competency model serves as a powerful tool for supporting data-driven decision-making processes within the realm of talent management.

HR Competency Model Analysis

Benefits of the HR Competency Model

By facilitating a systematic analysis of employee competencies, it enables organizations to make more accurate recruitment decisions, allocate training resources judiciously, and cultivate a talent pool that is aligned with the strategic imperatives of the business.

• Empowering employees

When team members are aware of the skills and behaviors required for success within their respective roles, they become better equipped to navigate their career trajectories, acquire the necessary competencies, and contribute meaningfully to the attainment of organizational objectives.

• The catalyst for development & growth

By illuminating the skills gaps and developmental needs of employees, the model lays the groundwork for the design and implementation of targeted training programs, coaching/mentorship initiatives, and career development pathways that nurture talent and fuel organ-

izational growth.

• Standardized evaluation and measurement

Another benefit worth mentioning is the establishment of a standardized and objective measurement system for evaluating performance – which is crucial for ensuring fair, consistent, and transparent evaluations.

• Promotion of succession planning & talent retention

Finally, a competency model plays a pivotal role in promoting succession planning and talent retention initiatives within the organization. By increasing employee awareness of the competencies required for advancement and success, it empowers people to take ownership of their career development, thereby enhancing engagement, satisfaction, and retention rates.

HR Competency Model Analysis

Types of HR Competencies

Core competencies

Core competencies represent the fundamental capabilities that serve as the cornerstone of effective performance within any organization. These involve the essential attributes that every employee must possess, irrespective of their role or function. While the specific ones required may vary depending on the organization's values, philosophy, and strategic goals, certain universal skills form the bedrock of core competency frameworks across diverse industries and sectors.

Among the quintessential competencies universally recognized across all organizations are communication and teamwork skills. Effective communication lies at the heart of every successful endeavor; it facilitates the seamless exchange of ideas, information, and feedback among team members and stakeholders. Likewise, a strong emphasis on teamwork underscores the collective synergy and collaborative spirit essential for achieving shared objectives and

driving organizational success. The core competencies articulated within a competency framework are intrinsically linked to the overarching goals and strategic imperatives of the organization. These serve as a manifestation of the organization's unique strengths, distinctive capabilities, and competitive advantages. For instance, in a delivery company, logistics may be deemed a core requirement.

Functional competencies

Functional competencies involve specialized skills and behaviors tailored to specific roles or positions within an organization. Unlike core competencies, which are universal across all roles, these are customized to the unique demands and requirements of individual job functions.

For instance, waiters in a restaurant are expected to possess the ability to deftly handle customer complaints and inquiries, ensure customer satisfaction, and foster a positive dining experience.

HR Competency Model Analysis

Types of HR Competencies

In contrast, accounting staff are required to demonstrate proficiency in analyzing financial data, preparing reports, and adhering to regulatory compliance standards. By articulating the specific behaviors required for optimal job performance, functional competencies serve as a guiding framework for employees to navigate their roles effectively.

Leadership competencies

A vital component of the competency framework, leadership competencies involve the essential skills, attributes, and behaviors that enable one to effectively lead and inspire others toward the attainment of organizational goals. While leadership styles may vary depending on organizational culture and context, certain qualities remain universally relevant:

- **Problem-solving:** Effective leaders are expected to be able to identify challenges, analyze complex situations, and formulate innovative solutions to overcome obstacles and achieve objectives.

- **Decision-making:** Leaders must

exhibit the capacity to make timely and well-informed decisions that take into account stakeholders' benefits as well as other factors.

- **Communication:** The ability to articulate a compelling vision, convey expectations, and inspire confidence among team members through effective verbal and non-verbal channels.

- **Strategic thinking:** Forward-thinking leaders are capable of envisioning the future direction of the organization and developing proactive strategies to capitalize on emerging opportunities and mitigate risks.

- **Team building &**

- collaboration:** Strong leadership requires fostering a culture of collaboration, trust, and mutual respect among team members. Leaders must adeptly build and nurture high-performing teams, leveraging individual strengths to achieve collective success.

- **Emotional intelligence:** Leaders with high EQ possess the ability to understand and manage their own emotions, as well as empathize with the emotions of others. This enables them to cultivate positive relationships, resolve conflicts, and motivate team members effectively.

HR Competency Model Analysis

How to Apply the HR Competency Model in Human Resource Management (HRM)

• **Recruitment**

A competency model provides a structured framework for identifying and assessing candidate suitability. By clearly defining the requisite attributes for each role, organizations may then craft targeted recruitment materials, such as job postings and position descriptions, that resonate with potential candidates. This ensures alignment between candidate qualifications and job requirements, thereby streamlining the selection process and facilitating the identification of top talent.

• **Talent & Performance management**

Effective talent and performance management are essential for maximizing workforce productivity and driving organizational success. A competency framework serves to delineate the ideal attributes and behaviors associated with each role within the organization. By aligning individual competencies with organizational goals and objectives, HR professionals may

identify high-potential employees, facilitate targeted development initiatives, and optimize workforce deployment strategies.

• **Performance evaluation**

Furthermore, a competency model also provides a standardized framework for objective assessments of employee performance against predefined criteria. This fosters transparency, accountability, and fairness in performance management processes, as well as empowers employees to align their efforts with organizational priorities and pursue continuous improvement.

At the same time, with a competency model in place, HR professionals are better equipped to identify areas for development and provide targeted coaching and support to enhance employee performance and accelerate career growth.

HR Competency Model Analysis

How to Establish an HR Competency Framework

Establishing a robust HR competency framework is a multifaceted endeavor that requires careful research, analysis, and collaboration with key stakeholders across the organization. Here's a step-by-step guide to navigating this process more effectively:

- **Perform research & development**

The research and development (R&D) phase generally requires a great deal of time investment. Given the rapidly evolving nature of the business environment, organizations may opt for a more agile, short-term approach to framework development. It's imperative for HR competency models to be flexible and adaptable to accommodate future changes and emerging trends.

- **Analyze the current state**

A comprehensive analysis of the current state is essential for developing an accurate and relevant competency framework. This goes beyond simply listing job requirements in a generic manner; rather, it entails defining

performance expectations at the highest level and aligning them with organizational objectives and values.

Leveraging information from previous similar positions, as well as documentation of related roles and core organizational competencies, can help inform the investigation process.

- **Consult with stakeholders**

Engaging with stakeholders, including executives, managers, and employees, is paramount for gaining insights into the competencies required for success in specific roles. Executive teams can provide guidance on core attributes aligned with the organization's values and goals, while managers and employees may offer perspectives on key skills and behaviors essential for job performance.

HR professionals should focus on eliciting information that directly pertains to the skills and behaviors critical for success in the targeted positions.

HR Competency Model Analysis

How to Establish an HR Competency Framework

• **Establish a core competency system**

The core competency framework forms the foundation of the overall competency framework – by mapping out the essential behaviors and skills expected of all employees within the organization. These core competencies should align with the organization's philosophy, culture, and strategic objectives. Consultation sessions with managers can help identify and select appropriate qualities that reflect the organization's ethos.

• **Define job-specific competencies**

Department managers and high-performing employees may possess valuable insights into the specific skills required for success in individual roles. By leveraging their expertise and input, organizations can better define job-specific competencies that align with the unique demands and responsibilities of each position.

• **Cultivate essential leadership capacities**

At the heart of core competencies lie specific leadership

attributes and skills, determined by executive and management levels. Cultivating leadership capacities involves providing targeted training, development opportunities, and mentorship programs to equip aspiring leaders with the skills and attributes necessary for managing and inspiring others.

• **Refine the HR competency framework**

Finally, organizations must refine and structure the collected information to ensure it is comprehensive, coherent, and aligned with reality. Striking a balance between too many or overly stringent requirements and vague or ambiguous criteria is crucial to facilitating effective recruitment and talent acquisition processes. A well-refined competency framework serves as a cornerstone for organizational capability development and ensures alignment across all levels of the organization.

HR Competency Model Analysis

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HR Competency Model Analysis

SHRM's HR Competency Model



The Society for Human Resource Management (SHRM) Competency Model identifies the essential skills and attributes necessary for HR professionals to thrive in their roles and drive organizational success. Rooted in research and industry best practices, the framework provides HR practitioners with a solid foundation for talent management and equips them with the skills and knowledge needed to address the most pressing HR-related challenges and strategies.

Key competencies in the SHRM Human Resources Management Competency Framework:

- **Communication**

The ability to communicate effectively with stakeholders (verbally and non-verbally), including skills such as active listening, coordination, persuasion, and diplomacy.

- **Relationship management**

Navigating interactions with stakeholders to build and maintain trust, uphold corporate social responsibility, foster community relations, engage in networking, collaborate within teams, and deliver exceptional customer service.

- **Work ethics**

Integrating core values, integrity, and accountability into all organizational activities, including professionalism, relationship building, and fostering trust.

- **HR expertise**

Demonstrating knowledge of the principles, practices, and functions of human resource management, including risk management, strategic business management, workforce planning, HR development, and technology integration.

HR Competency Model Analysis

SHRM's HR Competency Model

- **Business acumen**

The ability to understand and apply information to contribute to the organization's strategic plan – including strategic agility, business operations, systems thinking, digital data utilization, sales and marketing acumen, and economic understanding.

- **Strategic evaluation**

Interpreting information to make informed business decisions and recommendations, leveraging decision-making skills, critical thinking, measurement and evaluation techniques, research methods, and a commitment to continuous learning and knowledge management.

- **Respect diversity**

Evaluating and considering the

perspectives of all parties involved, demonstrating adaptability, openness to differing viewpoints, cultural awareness, appreciation of diversity, and a global perspective.

- **Leadership**

Directing and contributing to organizational initiatives and processes, including consensus building, influencing, change management, task orientation, and a results-oriented mindset.

- **Consultation**

Guiding and managing stakeholders through effective problem-solving, analytical reasoning, coaching, people management, and project management.

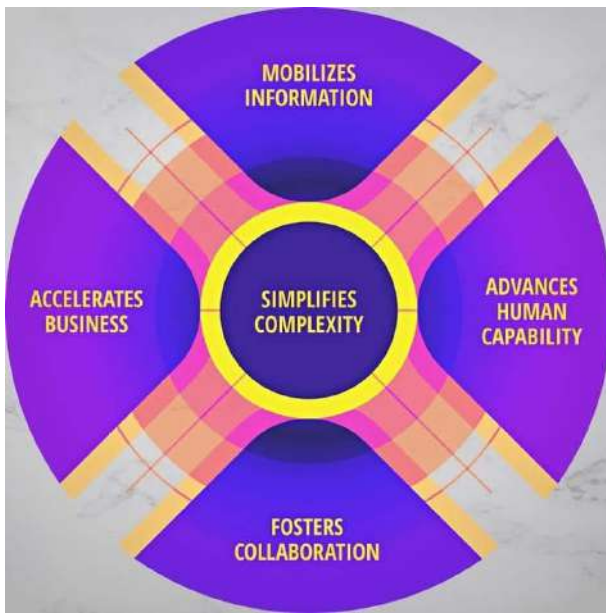
Dave Ulrich's New HR Competency Model

Dave Ulrich, along with colleagues at the Ross School of Business (University of Michigan), has been conducting the global Human Resource Competency Study (HRCS) since 1987. Through his study, Ulrich has developed a comprehensive HR Competency Framework that delineates the

skill sets necessary for HR professionals to drive business performance and foster personal development.

HR Competency Model Analysis

Dave Ulrich's New HR Competency Model



Key Elements of Dave Ulrich's HR Competency Model:

Promoting business growth

HR professionals must possess the ability to drive organizational business results. This competency involves understanding market dynamics, influencing strategic initiatives, and fostering organizational agility to add value to the organization.

Necessary skills:

- Building competitive advantage.
- Making an impact on business outcomes.

- Achieving strategic goals.
- Facilitating rapid adaptation within the organization.

People development

HR plays a pivotal role in enhancing human capacity within the organization. As such, they need to work closely with senior leaders to implement solutions that enhance individual capabilities and improve organizational performance. Additionally, HR is responsible for fostering diversity, equity, and inclusion to enhance overall workforce effectiveness.

Necessary skills:

- Talent development.
- Establishing a robust human resources solution system.
- Promoting diversity, equity, and inclusion initiatives.

Simplify complexities

This competency is about the ability to critically and objectively think about organizational challenges. For this purpose, HR must be able to distill pertinent information, think independently, and identify opportunities amidst adversity.

HR Competency Model Analysis

Dave Ulrich's New HR Competency Model

Necessary skills:

- Logical and critical thinking.
- Effective management of risk and uncertainty.

Information gathering

This refers to the ability to access, analyze, and leverage information to inform organizational decisions. HR professionals should be able to demonstrate confidence in data-driven decision-making, embrace emerging digital technologies, and address social issues impacting the business.

Necessary skills:

- Proficiency in seeking and utilizing information and technology.
- Developing and implementing social programs.

Inspiring collaboration

HR professionals exhibit this competency through their openness, self-awareness, and ability to build trust and cohesive relationships within the organization. Collaboration is essential for fostering teamwork, driving innovation, and achieving collective goals.

Necessary skills:

- Self-management and self-awareness.
- Relationship-building.

TELL EMPLOYEES WHAT YOU WANT THEM TO STRIVE FOR (IN AS FEW WORDS AS POSSIBLE)



By David Rock

Original source: <https://hbr.org/2018/02/tell-employees-what-you-want-them-to-strive-for-in-as-few-words-as-possible>

Tell Employees What You Want Them to Strive for (in as Few Words as Possible)

When Joe Whittinghill came into his role as general manager for talent, learning, and insight at Microsoft, the tech giant's leadership model was characteristically thorough. There were eight competencies leaders needed to succeed, 10 behaviors that marked inclusive diversity, five things employees had to do in order to flourish, and over 100 skills you needed to train on, depending on your profession. These components "were not memorable," Whittinghill said. "They were exhaustive."

As part of Microsoft's cultural refresh, Whittinghill — along with CEO Satya Nadella and chief people officer Kathleen Hogan — partnered with us at the NeuroLeadership Institute to revisit Microsoft's leadership principles. After about a year of thinking things through, we went from over 100 competencies to three big ideas: Create clarity, generate energy, deliver success.

This is what you might call a radical departure, especially for a company that put a personal computer on every desk through painstaking thoroughness. "There is a dramatic leap of faith needed to agree that you don't need to be complex to be complete," Whittinghill says.

Today those leadership principles, which premiered in mid-2016, have spread across the company. "Clarity," "energy," and "success" have become part of the way Microsoft talks to itself about itself.

For anyone interested in developing leadership — in themselves, in their companies — it's a huge lesson. Whether you're in talent management, human capital, or learning design, it's crucial to understand that for employees to make the most of any sort of internal branding, leadership principles, cultural values, company strategies,

Tell Employees What You Want Them to Strive for (in as Few Words as Possible)

and the like have to be designed with the brain in mind.

If principles are going to be used, they have to be easy to remember

The objects we call books aren't the real books, observed contemporary American essayist Rebecca Solnit. They're the potential for one; the real book "exists fully only in the act of being read," she writes. So too with leadership principles: They only really exist if employees are thinking about them, saying them to themselves, bringing them up in conversation with colleagues. The principles have to get stuck inside their heads like a pop song.

Drawing on the neuroscience literature, we realized that the right model would be pithy to the point of ready recall. (Simply put, the harder it is to remember

something, the less it'll be remembered.) Working with NLI, the Microsoft senior leadership team came up with six words to maximize memorability — create clarity, generate energy, deliver success — based on what they believed were the most important things that leaders at Microsoft would need to do to lead the company forward.

The key is to find the word or phrase that captures the priority you're trying to invoke. Create clarity sought to focus everyone on creating more-compelling products and solutions with the customer even more in mind. Generate energy was needed to turn the culture to even more innovation. Deliver success served as a reminder of what truly mattered most.

Tell Employees What You Want Them to Strive for (in as Few Words as Possible)

But becoming easy to remember is hard to do

Microsoft had historically tried to arrive at a leadership model the same way most companies do: by way of subtraction. That means taking a framework of half a dozen categories, with five to 10 elements each, then shaving it down from there. This is incredibly difficult, because it feels painful to leave anything out.

There's an assumption underlying this that makes sense for a tech giant. We often assume that human memory is like a computer — capable of right-clicking on anything important and saving it without incident. But rather than hardware, we have wetware, and the organ inside our skulls can handle only so much information at once.

Instead of editing down, you have to start with boundaries

around how much information people can recall easily, then put the most important things into that space. Just as you'd design an app according to the capacity of a device, you need to design language to the capacity of a brain.

Brain scientists call our recall of sounds echoic memory, and it lasts for only a handful of seconds. It turns out that if a statement takes less than three seconds to say to yourself or say out loud, it is significantly easier to recall and use. Any time you craft an idea that you want people to remember easily, if the idea can be said out loud in under three seconds, the chances of usage go up dramatically.

Tell Employees What You Want Them to Strive for (in as Few Words as Possible)

Why pithy principles can better guide decisions

Unobvious benefits come from getting pithy. It's a bonus that stems from one of the fundamental insights of cognitive science, known as chunking. Basically, the mind can hold a limited number objects of attention at once. The formative paper on the subject is aptly titled "The Magical Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information."

Since clarity, energy, success is so simple and cohesive, it can be readily held in mind as a single chunk, ready to guide decisions — a second chunk — in real time. Did that meeting generate energy? Does that marketing plan create clarity? When you've boiled down leadership principles to their pith, you can hold them in your mind while evaluating other things, helping to guide decisions

on the fly.

These principles have buried themselves in my brain, too. When I'm hiring someone or thinking about a new product, I check with myself to see how much the decision will create clarity, generate energy, and deliver success. I've learned firsthand that the more leadership principles get concise, the more you can put them into action.

GLOBAL ELITE

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THE
BEST

TO
BE
THE
BEST

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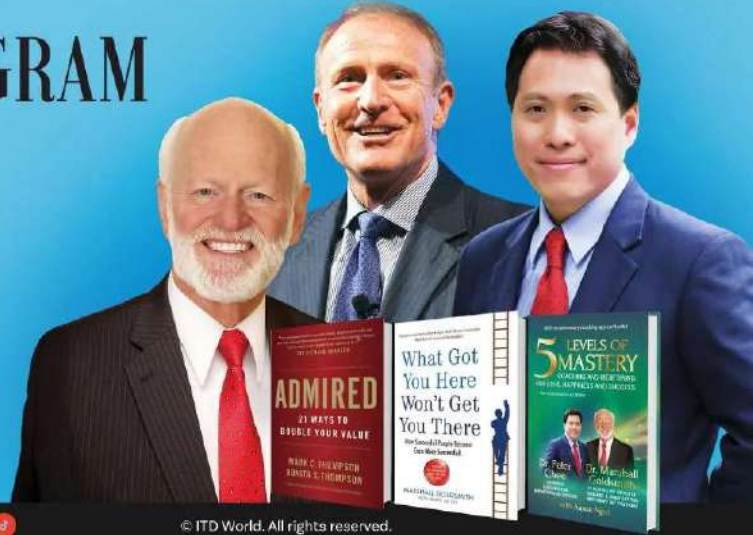
DR MARSHALL GOLDSMITH

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DR MARK C THOMPSON

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The Global Elite Senior Leadership Development Program (SLDP) is a customized mega-guru signature solution designed for senior top level executives who are committed to differentiate their leadership impact to enable sustainable growth in their organizations and community.

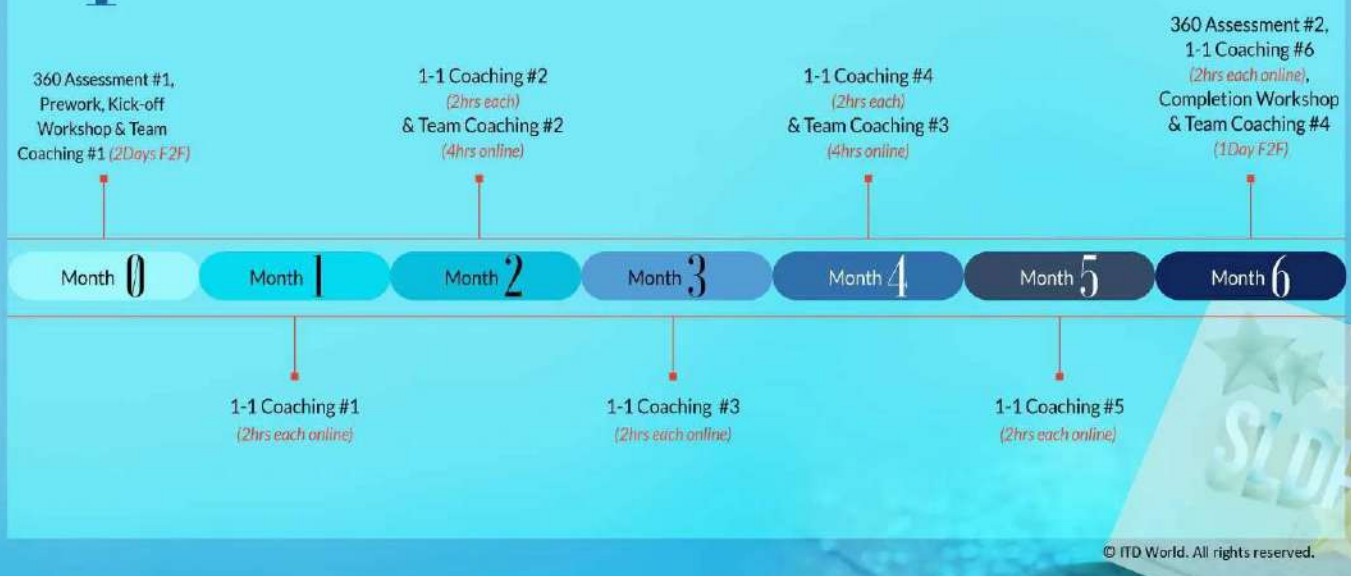
The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

roadmap

PHASE 1 SLDP



360 Feedback Diagnosis & Discovery

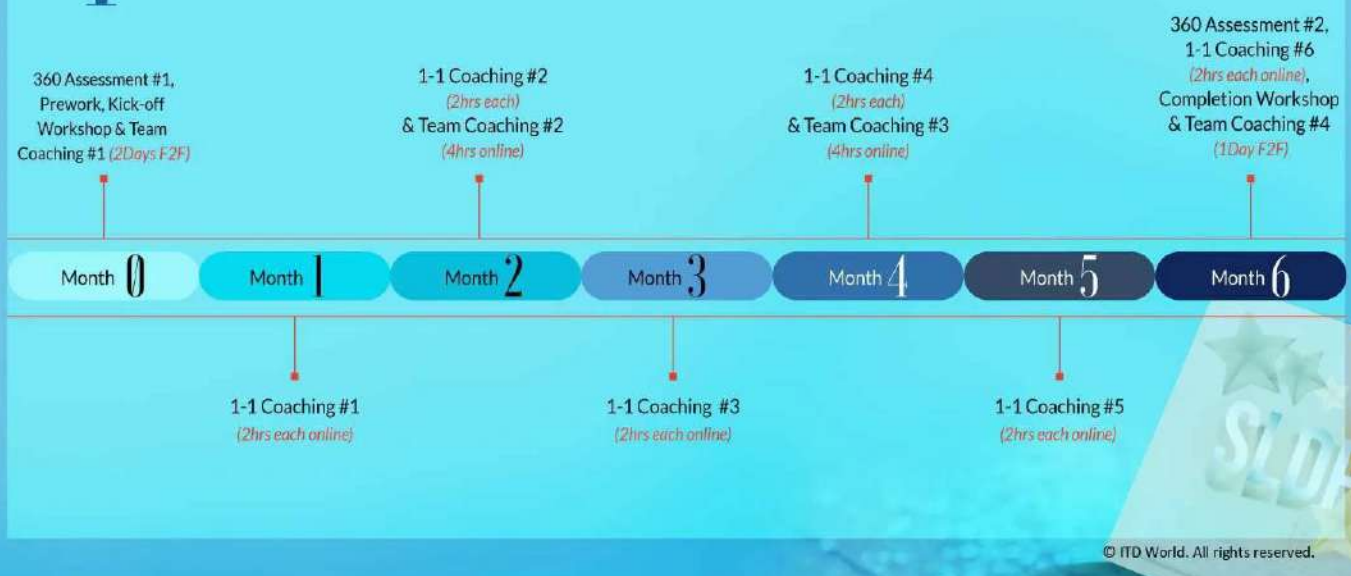
- Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
- Gain insights on strengths to multiply and crucial areas for development
- Discover solutions for effective collaboration and influence with key stakeholders
- Identify areas to focus on during 1-1 and team coaching
- Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching

- Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
- Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
- Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
- Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

roadmap

PHASE 1 SLDP



Elite Team Coaching with Top Gurus

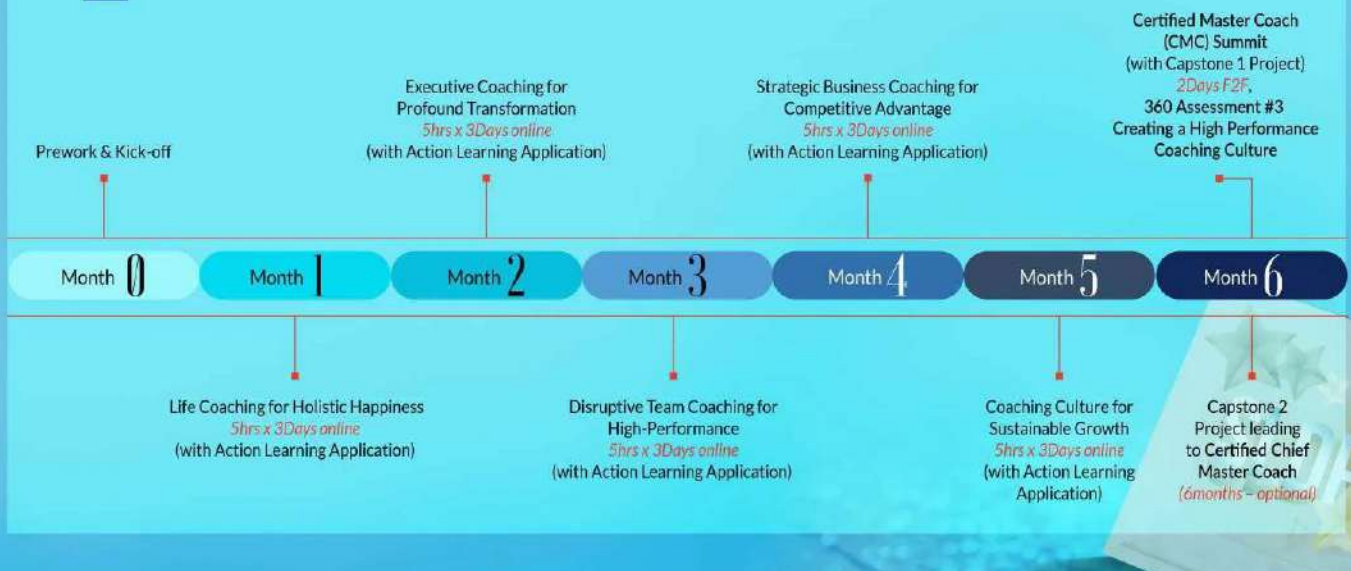
- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
- Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.
- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



1. Life Coaching

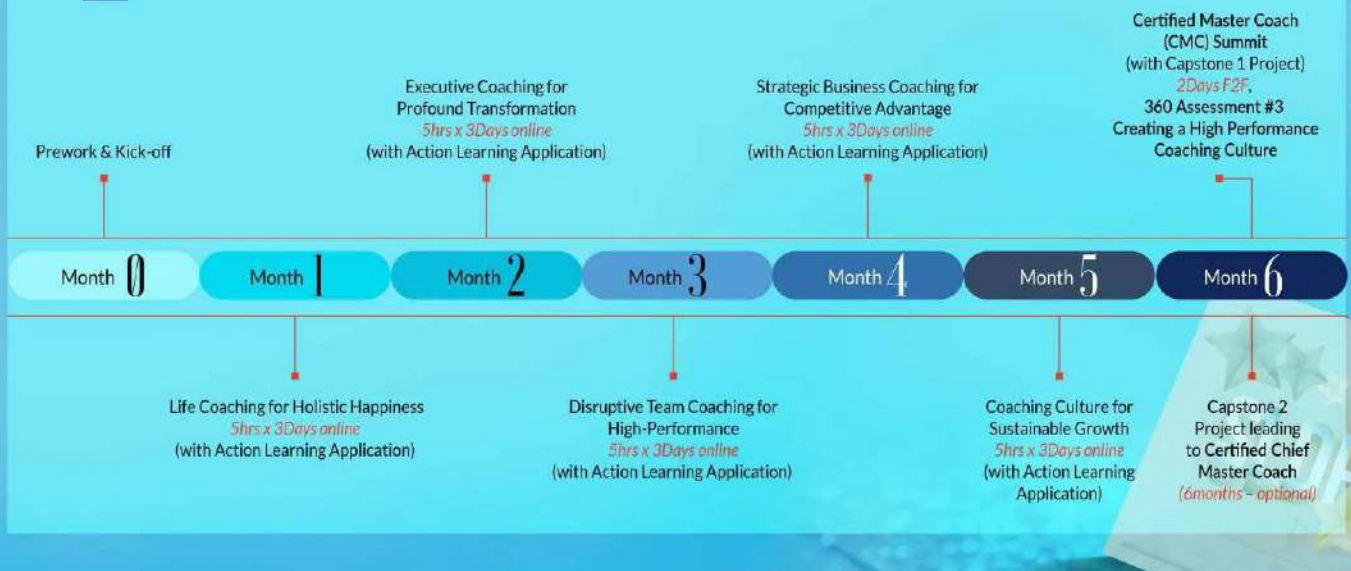
- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



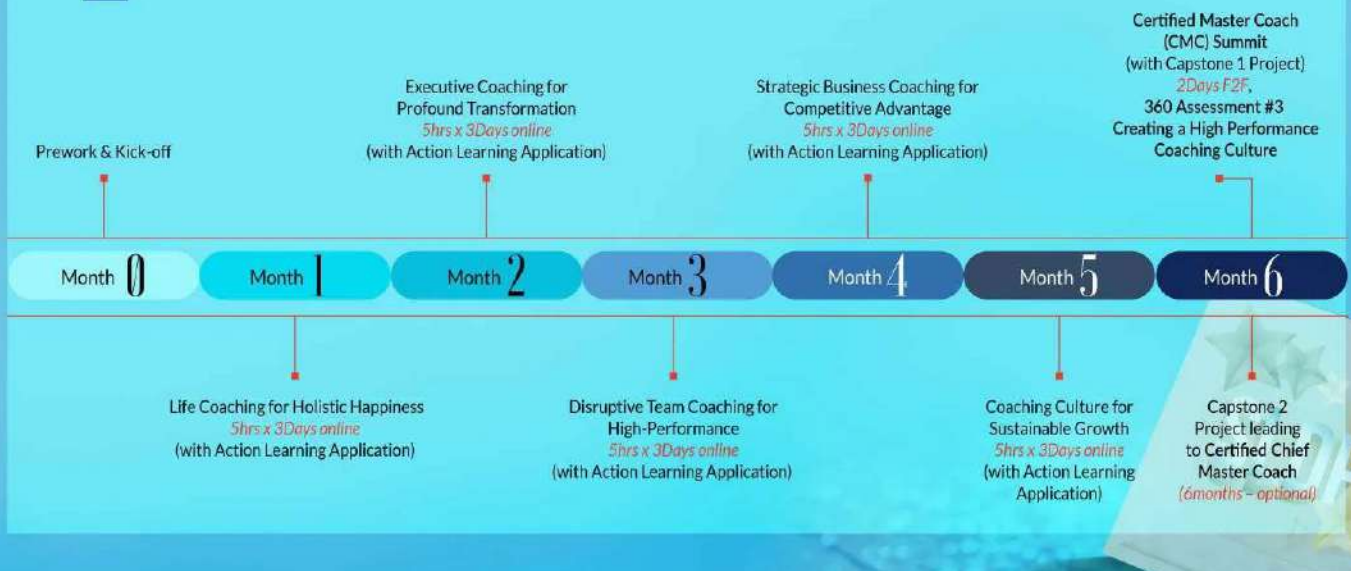
- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching

- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching

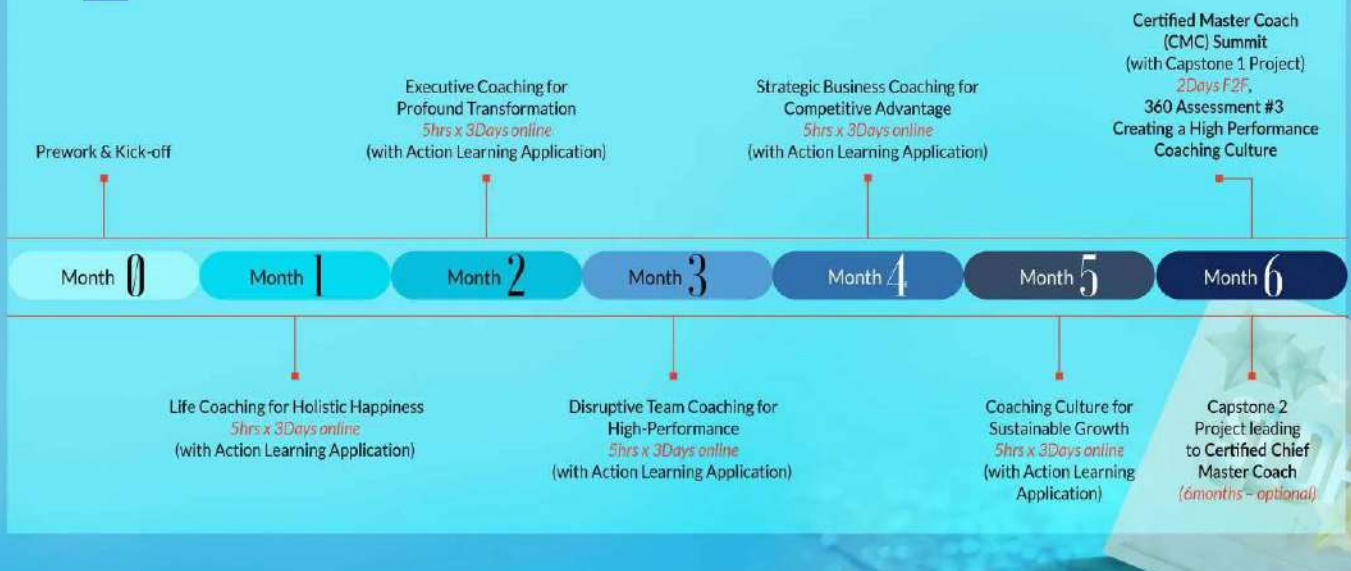
- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change
- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture

- Gain insights on organizational change, and effective culture transformational methods and processes

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability



POWER OF COACHING

AT YOUR FINGERTIPS



Everyone Can Coach for a Better World

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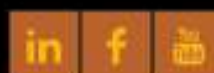
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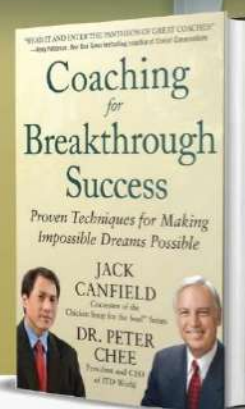
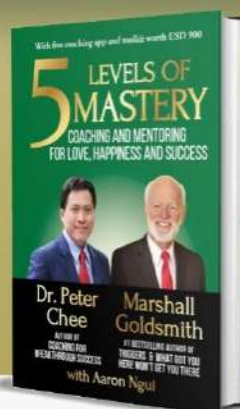
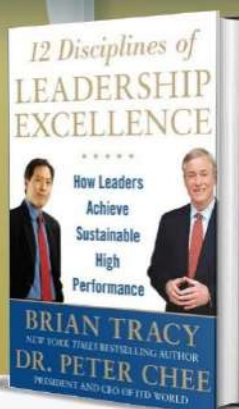
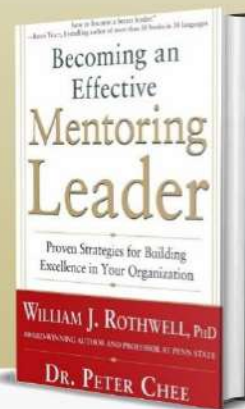
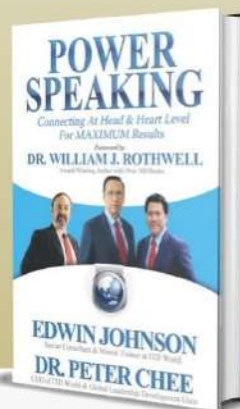
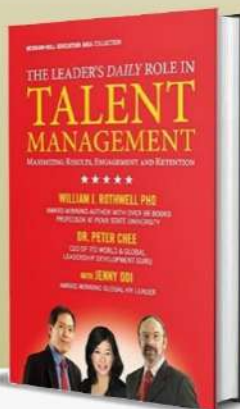


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