Identifying IT Core Competencies Activities

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Activity 1 – Mapping Competencies to Business Objectives

Get into a group of 4.

Awesome University is a private university that has 10,000 students, 5 colleges and 75 IT staff primarily in central IT. The University must reduce costs and not continue to increase tuition. Tuition has traditionally increased 3-4% annually. The CIO has set these IT priorities:

1. Maximize operational efficiency
2. Reduce redundant services
3. Reduce operational costs
4. Be an innovator in the use of advanced information technology to solve problems in new ways and at new scales serving academic and administrative goals

To meet these goals, identify the top 3 behavioral competencies (list provided below) these staff should demonstrate to be successful in this organization:

1. A Service Desk employee
2. The Desktop Support Manager
3. The Director of Client Services

Be prepared to explain why you chose these competencies.
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<th>Behavioral Competencies</th>
<th>Service Desk Consultant</th>
<th>Desktop Manager</th>
<th>Director Client Services</th>
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Activity 2 – Competency/Skill Development

Look at the competencies you identified in the previous exercise and identify whether they are easy or hard to develop and why?

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<th>Hard to Develop - Recruit For</th>
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Activity 3 – Interview Questions

You are recruiting for a Direct of Client Services. You know the candidate needs to possess the 3 competencies you just identified.

Write 1 interview question for each competency. The question should help you determine if the candidate has the qualities necessary to be successful within the organization.

COMPETENCY # 1:

Interview Question:

COMPETENCY # 2:

Interview Question:

COMPETENCY # 3:

Interview Question:
Competency Definitions and Key Actions

**Adaptability:** Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

- *Tries to understand change*—Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.
- *Approaches change or newness positively*—Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.
- *Adjusts behavior*—Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.

**Applied Learning:** Assimilating and applying new job-related information in a timely manner.

- *Actively participates in learning activities*—Takes part in needed learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, does required tasks).
- *Quickly gains knowledge, understanding, or skill*—Readily absorbs and comprehends new information from formal and informal learning experiences.
- *Applies knowledge or skill*—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

**Building Customer Loyalty:** Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty.

- *Uses Key Principles*—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
- *Acknowledges the person*—Greets customers promptly and courteously; gives customers full attention.
- *Clarifies the current situation*—Asks questions to determine needs; listens carefully; provides appropriate information; summarizes to check understanding.
- *Meets or exceeds needs*—Acts promptly in routine situations; agrees on a clear course of action in non-routine situations; takes opportunities to exceed expectations without making unreasonable commitments.
- *Confirms satisfaction*—Asks questions to check for satisfaction; commits to follow-through, if appropriate; thanks customer.
● **Takes the “heat”**—Handles upset customers by hearing the customer out, empathizing, apologizing, and taking personal responsibility for resolving customer problems/issues.

**Building Strategic Working Relationships:** Developing and using collaborative relationships to facilitate the accomplishment of work goals.

- **Seeks opportunities**—Proactively tries to build effective working relationships with other people.
- **Clarifies the current situation**—Probes for and provides information to clarify situations.
- **Develops others’ and own ideas**—Seeks and expands on original ideas, enhances others’ ideas, and contributes own ideas about issues at hand.
- **Subordinates personal goals**—Places higher priority on team or organization goals than on own goals.
- **Facilitates agreement**—Gains agreement from partners to support ideas or take partnership-oriented action; uses sound rationale to explain value of actions.
- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions empathizes, involves, discloses, supports).

**Building Trust:** Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

- **Operates with integrity**—Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- **Discloses own positions**—Shares thoughts, feelings, and rationale so that others understand personal positions.
- **Remains open to ideas**—Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.
- **Supports others**—Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

**Coaching:** Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

- **Clarifies the current situation**—Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding.
- **Explains and demonstrates**—Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding.
- **Provides feedback and reinforcement**—Gives timely, appropriate feedback on performance; reinforces efforts and progress.
• **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

**Communication:** Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

• *Organizes the communication*—Clarifies purpose and importance; stresses major points; follows a logical sequence.

• *Maintains audience attention*—Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.

• *Adjusts to the audience*—Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.

• *Ensures understanding*—Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.

• *Adheres to accepted conventions*—Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.

• *Comprehends communication from others*—Attends to messages from others; correctly interprets messages and responds appropriately.

**Continuous Learning:** Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

• *Targets learning needs*—Seeks and uses feedback and other sources of information to identify appropriate areas for learning.

• *Seeks learning activities*—Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.

• *Maximizes learning*—Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyzes information, keeps on-the-job application in mind, does required tasks).

• *Applies knowledge or skill*—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

• *Takes risks in learning*—Puts self in unfamiliar or uncomfortable situation in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.

**Contributing to Team Success:** Actively participating as a member of a team to move the team toward the completion of goals.
- **Facilitates goal accomplishment**—Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.

- **Involves others**—Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.

- **Informs others on team**—Shares important or relevant information with the team.

- **Models commitment**—Adheres to the team’s expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

*Decision Making:* Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

- **Identifies issues, problems, and opportunities**—Recognizes issues, problems, or opportunities and determines whether action is needed.

- **Gathers information**—Identifies the need for and collects information to better understand issues, problems, and opportunities.

- **Interprets information**—Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.

- **Generates alternatives**—Creates relevant options for addressing problems/opportunities and achieving desired outcomes.

- **Chooses appropriate action**—Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.

- **Commits to action**—Implements decisions or initiates action within a reasonable time.

- **Involves others**—Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

*Delegating Responsibility:* Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization’s and individuals’ effectiveness.

- **Shares appropriate responsibilities**—Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and the enhancement of the individual’s knowledge/skills).

- ** Defines parameters**—Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.

- **Provides support without removing responsibility**—Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual.
• *Stays informed*—Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.

**Innovation:** Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

• *Challenges paradigms*—Identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.
• *Leverages diverse resources*—Draws upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.
• *Thinks expansively*—Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.
• *Evaluates multiple solutions*—Examines numerous potential solutions and evaluates each before accepting any.
• *Ensures relevance*—Targets important areas for innovation and develops solutions that address meaningful work issues.

**Leading through Vision and Values:** Keeping the organization’s vision and values at the forefront of associate decision making and action.

• *Communicates the importance of the vision and values*—Helps others understand the organization’s vision and values and their importance.
• *Moves others to action*—Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values.
• *Models the vision and values*—Takes actions, makes decisions, and shapes team or group priorities to reflect the organization’s vision and values.
• *Rewards living the vision and values*—Recognizes and rewards associates whose actions support the organization’s vision and values.

**Managing Conflict:** Dealing effectively with others in an antagonistic situation; using appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.

• *Opens discussions effectively*—Establishes a clear and compelling rationale for resolving the conflict.
• *Clarifies the current situation*—Collects information from relevant sources to understand the conflict.
• *Remains open to all sides*—Objectively views the conflict from all sides.
• *Stays focused on resolution*—Stays focused on resolving the conflict and avoids personal issues and attacks.
Develops others’ and own ideas—Presents and seeks potential solutions or positive courses of action.

Initiates action—Takes positive action to resolve the conflict in a way that addresses the issue, dissipates the conflict, and maintains the relationship.

Closes discussions with clear summaries—Summarizes to ensure that all are aware of agreements and required actions.

Managing Work: Effectively managing one’s time and resources to ensure that work is completed efficiently.

- **Prioritizes**—Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **Makes preparations**—Ensures that required equipment and/or materials are in appropriate locations so that own and others’ work can be done effectively.
- **Schedules**—Effectively allocates own time to complete work; coordinates own and others’ schedules to avoid conflicts.
- **Leverages resources**—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **Stays focused**—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Negotiation: Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

- **Clarifies the current situation**—Explores all parties’ needs, concerns, and initial positions, including own.
- **Identifies points of agreement/disagreement**—Builds common ground by highlighting areas of agreement; focuses efforts by pointing out areas of disagreement.
- **Keeps discussion issue oriented**—Manages the interpersonal process to stay focused on the task; constructively addresses emotions and conflict.
- **Develops others’ and own ideas**—Engages in mutual problem solving by brainstorming alternative positions or approaches and evaluating them openly and fairly.
- **Builds support for preferred alternatives**—Builds value of preferred alternatives by relating them to the other party’s needs; responds to objections by emphasizing value; exposes problems with undesirable alternatives.
- **Facilitates agreement**—Seeks a win-win solution through a give-and-take process that recognizes each party’s core needs.

Planning and Organizing: Establishing courses of action for self and others to ensure that work is completed efficiently.
Prioritizes—Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.

Determines tasks and resources—Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.

Schedules—Allocates appropriate amounts of time for completing own and others’ work; avoids scheduling conflicts; develops timelines and milestones.

Leverages resources—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.

Stays focused—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Sales Ability/Persuasiveness: Using appropriate interpersonal styles and communication methods to gain acceptance of a product, service, or idea from prospects and clients.

- Questions and probes—Seeks information to understand situations, needs, and desired potential benefits.
- Establishes strategy—Develops approaches that best position products, services, or ideas; leverages supportive factors, overcomes or minimizes barriers, and addresses unique needs and preferences of key decision makers.
- Builds rapport—Makes favorable impressions by interacting with prospects/clients in a manner that builds effective relationships.
- Demonstrates capability—Presents products, services, or ideas in a manner that clearly shows how they would meet needs and provide benefits; builds confidence in the products, services, or ideas.
- Gains commitment—Uses appropriate techniques to move others to action or to gain agreement.

Stress Tolerance: Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

- Maintains focus—Stays focused on work tasks and productively uses time and energy when under stress.
- Maintains relationships—Presents a positive disposition and maintains constructive interpersonal relationships when under stress.
- Copes effectively—Develops appropriate strategies as needed to alter conditions that create stress and to sustain physical and mental health.

Tenacity: Staying with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.
- **Persist in efforts**—Works to achieve goal in spite of barriers or difficulties; actively works to overcome obstacles by changing strategies, doubling efforts, using multiple approaches, etc.
- **Redirects focus**—Adjusts focus when it becomes obvious that a goal cannot be achieved; redirects energy into related achievable goals if appropriate.