

*Distinctively Different*

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
CORPORATE EXECUTIVE EDUCATION AND DEVELOPMENT

# Design-Develop-Implement Competency Framework for Learning Organisations

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UUM OYAGSB**  
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Peter Senge Learning  
Organisation*

**5 & 6 MARCH 2018  
SHERATON HOTEL  
PETALING JAYA**

## Design – Develop - Implement a Competency Framework for Learning Organisations

5 & 6 March 2018

Sheraton Hotel, Petaling Jaya

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### *Learning | Competencies | Performance | Development | Skills | Innovation*

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#### **BUSINESS CONTEXT**

A critical element to sustainable organisational performance, is through supporting people capability, through learning and development that delivers a highly skilled and agile workforce able to anticipate and adapt to shifting business goals. Learn how to design a competency management system that:

- Embodies the principles of the Learning Organisation (Peter Senge, “The Fifth Discipline”)
- Aligns with organizational business goals
- Drives experience-building opportunities
- Is linked to other talent processes
- Is aligned with the real drivers of your business performance

The new world of work has changed and HR needs to upgrade how to help meet needs of a more agile organisation – gone is Competency Management 1.0.

HR has the opportunity to help embed the culture and processes, characteristic of the “**Learning Organisation**”, through implementation of a robust, practical and future-proofed capability and competency framework – one that integrates across individual, organisation and teams, all part of complex adaptive systems in this new world of work.

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This framework and its management is at the core of organisational performance and forms the basis to attract, develop and maintain and transfer standards of excellence in capability, knowledge, insights and skills to now and into the future.

Learn how to successfully design and implement a competency management system, through custom-made solutions based on your organisations specific needs and business goals.

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Competency systems enable a clear definition of technical, functional, managerial and individual competencies required for different positions across an organisation. This serves as the foundation for developing talent management strategies, from sourcing, acquisition through to development, retention, promotion and deployment of work forces.

Knowing how to partner with your stakeholders to establish a set of future focused performance practices that identify and optimise the skills and competencies needed to achieve a company’s competitive strategy is critical to realisation of your competency management initiative.

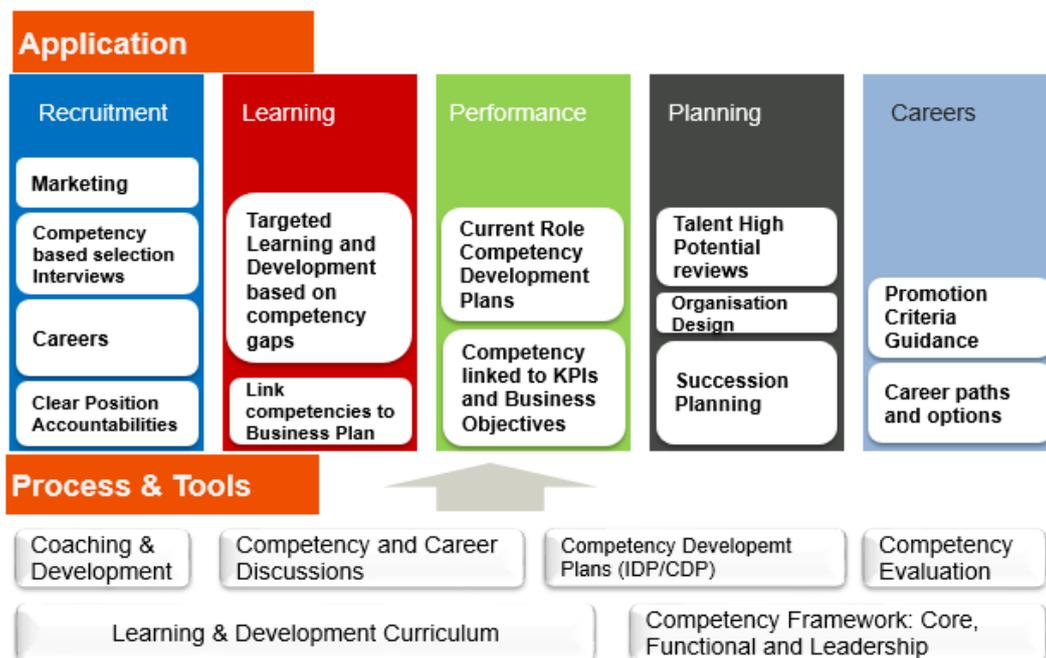
## PROGRAMME OVERVIEW

In today's VUCA world, the system of the "Learning Organisation" is most helpful for HR to embrace. To demonstrate the effectiveness and return on investment of an integrated talent management strategy: recruitment, learning, performance, planning and careers.

*A learning organisation is defined as one that has an improved capacity to learn, adapt and change, and importantly is adept at knowledge/insights/skill acquisition, management and transference.*

Most competency model projects get stuck because they focus too much on individual learning, are complex and disengaged from the business, rather than driving ownership and behavioural change at team and business unit level. The building blocks of the learning organisation requires how effectively the individual is able to share information and expertise across the organisation.

***This programme, will focus on including the elements of the Learning Organisation into your competency framework design and implementation. It also begins with ensuring complete alignment and "buy in" to and from the business. With these two lenses, we establish a solid platform for an effective integrated talent management strategy that can be owned and sustained by the organisation culture and processes as a whole.***



## BENEFITS & LEARNING OUTCOMES

At this workshop, you will learn how to:

- Embed the characteristics of systems thinking, personal mastery, mental models, shared vision, and team learning into your competency system
- Engage key Business stakeholders in the purpose, scope needed to secure their mandate
- Understand how to align the scope and deliverables of your competency system with the business strategy;
- Encourage and support internal and external business subject matter experts participation and ownership
- Integrate competency project into business and people cycle and elements

Work with an established and proven model for delivering your outcomes that include:

- ✓ Define Scope Purpose & Consult & Engage stakeholders
- ✓ Data Collection, Analysis and integration
- ✓ Create the competency framework and career model
- ✓ Validate, Revise & Integrate Framework
- ✓ Launch, Go Live Implementation
- ✓ Competency management approach delivers an integrated framework, to talent management strategy and alignment of tools and processes.

## DISTINCTIVELY DIFFERENT LEARNING EXPERIENCE

This interactive workshop experience, will help you tackle your competency management and development project with greater confidence and simplicity.

We will introduce a range of different validated and best practice tools, methodologies and templates/processes to support you to develop, construct and apply the techniques of competency framework development. Based on best practices from across a range of industry sectors and multi-national corporations and wide ranging research organisations.

We will apply techniques of assessments, case studies, role plays, reflection and observation and feedback, to deepen the learning experience.

## TARGET AUDIENCE

HR Business partners and specialists who are responsible for Recruitment and Selection, Talent Management, Employee Development, L&D and Performance Management or Line managers, who are wanting to design, create/refine and implement competencies and competency framework systems within their organisation; covering behavioural as functional-technical competencies.

## PROGRAMME AGENDA

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### DAY 1: Strategic Decisions and Design of a Learning Organisation Competency System

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#### *Unit 1: Focus on the Business*

- Learning Organisation as your Competitive Advantage
- Understanding Stakeholders and Strategic Decision Making Processes
- Alignment to Business Direction, Purpose and Performance
- Readiness and the Case for Change: enabler for Capability Strategy

#### *Unit 2: Competency System Elements*

- Charter and Success Measures
- Capabilities, Competence, Performance and Succession
- Competency Groups and Descriptor Standards and Statements
- Capability Tools: Library, Success Profiles, Career Matrix and Competency Maps
- Assessment methodology and System Utilisation: Migration to online/technology

#### *Unit 3: Data Collection, Analysis and Integration*

- Stakeholder Engagement (internal and external)
  - Competency Based Behavioural Event Interviews
  - Repertory Grid and Comparative Analysis
  - Critical Incident Analysis & Job Analysis
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### DAY TWO: Construct, Implement and Sustain the System

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#### *Unit 4: Construction of the System*

- Building your Capability and Competency System: Organisational Design & Talent
- Examples of frameworks: good, bad and ugly
- Alignment for Success:
- Agree Terminology & Definitions, Catalogue/Library, Number, Level, Mapping and Collation

#### *Unit 5: Pilot the System*

- Testing and Calibrating the competency framework
- Case Studies and Best Practices

#### *Unit 6: Validate, Revise and Integrate your System*

- Competencies in Action: Recruitment and Selection
- Competencies in Action: Learning, Careers & Development
- Competencies in Action: Performance Assessment

#### *Unit 7: Launch and Sustain*

- Communication plan and training strategy to ensure co-operation and buy-in
- Embedment in Development & Goal setting and other talent management processes
- Analysis & Improvement to validate the competencies and capabilities identified with measures of success and performance.

## EXPERT FACULTY



**LAUREN HOUGHTON, M.Ed. (Psych), B.Ed., PCC, CSFC (CCPC)**

**Associate Faculty – UUM OYAGSB**

Lauren is an accomplished leadership, change strategist, executive coach and skilled facilitator to CEO, C Suite executives, managers and their teams. With 22+ year's expertise in driving Organisational Effectiveness, building Customer Centric Leadership and culture, and enhancing Talent Management for business performance and growth. Lauren has solid commercial experience, proven executive leadership and corporate governance exposure.

Lauren has held senior leadership positions over this time, as Associate Director for a Human Resource Consulting corporation, and as **Director, People and Organisational Development, Microsoft and as the Regional Head of IT Institute for Credit Suisse Asia Pacific**. As the single point of contact and strategic advisor on organisational capability and effectiveness, to the regional Executive leadership team and their management teams, she led her team to successfully drive the people development agenda across 13 countries across Asia, and in Australia and New Zealand. Lauren also partners with other global leadership development organisations, as an associate on their panel of leadership practitioners and coaches.

Lauren has solid commercial experience, proven executive leadership and corporate governance exposure combined with a decade of living and working in Singapore and across Asia. Lauren's experience in designing and implementing competency frameworks over her career includes:

- ✓ Implemented Talent Management initiative, to drive tighter alignment of Succession planning, identification and development to growth aspirations that was adaptable/scalable across region
- ✓ Led team to integrate new talent management strategy working in partnership with HR/business, to identify top talent for region & alignment of succession plans to the business strategy
- ✓ Led design of scalable leadership and management programs for emerging markets SLT's with HR and regional team which led to improved accountability and purpose & team effectiveness
- ✓ Contributed to evolution and implementation of competency learning framework across Asia Pacific, facilitating greater engagement of business stakeholders, leaders and SME's, in identification of learning requirements & programs
- ✓ Led global firm-wide careers development program for region (1,400 participants). Presented final concept and approach to Head of Global Technology, Operations and Product Control, a key member of Executive Board for the Global organisation
- ✓ Worked with business leads across 3 divisions, to drive people strategies and deliver targeted development that created shift towards greater client focus, through targeted deployment of learning programs
- ✓ Launch of an integrated competency, where Business Leaders established a cross functional "People Forum" and launch an integrated talent management strategy

## Participant Fee

CATEGORY	Participant fee + 6% GST
<p><b>Promo Fee</b></p> <p><b>Register before 15 FEBRUARY 2018</b></p> <p><i>Programme fee maybe claimed back under HRDF subject to Terms and Conditions of HRDF and Employer eligibility. Universiti Utara Malaysia (GOV100014470) is a registered Training Provider with HRDF.</i></p>	<p><b>RM3500 + 6%GST = RM3710.00</b></p> 
<p><b>NORMAL FEE</b></p> <p><b>Registrations received after 15 FEBRUARY 2018</b></p> <p><i>No discount</i></p>	<p><b>RM4000.00 + 6%GST = RM4240.00</b></p>

**Closing Date: 28 FEBRUARY 2018**

**Payment to be made to: Universiti Utara Malaysia**

**Bank: Bank Islam Malaysia Berhad Account Number: 02093010000010**

Kindly email proof of payment to: [saharah@uum.edu.my](mailto:saharah@uum.edu.my)

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*For More information on Executive Education, Customised Programmes and Post Graduate Studies:*

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## REGISTRATION FORM

Programme Venue	Programme Title	Fee Per Registrant (A) Includes 6% GST	No. of Registrants (B)	Fee = A x B
5 & 6 MARCH SHERATON HOTEL PETALING JAYA	<i>Design – Develop – Implement a Competency Framework for Learning Organisations (DDICF)</i>	<b>Promo - RM3710</b> <b>(register by 15 FEBRUARY 2018)</b> <b>Normal fee – RM4240</b>		
		<b>Total</b>		

ORGANISATION INFORMATION / DETAILS			
Organisation Name			
Address 1			
Address 2			
Name of Person Authorised to Sign Form			
Email Address			
Contact Tel Phone # and Fax			
Details of Registrants (you may also email the Registrant details)			
Name (as in IC/passpot)	NRIC / Passport Number	Course Code	Email Address
		CEED/DDICF	
		CEED/DDICF	
Kindly complete and email this form before 15 FEBRUARY 2018 FOR SUPERSAVERS! Email: <a href="mailto:saharah@uum.edu.my">saharah@uum.edu.my</a> (Tel: 04-928 7156) or <a href="mailto:badrie@uum.edu.my">badrie@uum.edu.my</a> (017-3691386)			

### Cancellation Policy and Postponement of Programme

Because attendance at *this* programme requires significant advance preparation, refunds are not permitted. Invoice once issued can't be cancelled except for exceptional reasons. Registrants who cancel less than **7 days in advance** may nominate an acceptable substitute or attend a future session of the same programme within one calendar year.

**UUM OYAGSB reserves the right to postpone the programme 2 weeks before programme dates**, if there are inadequate registrations.