

IMPOTANCE OF COMPETENCY MAPPING INTO KNOWLEDGE MANAGEMENT

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ABSTRACT

Organizations try to define and document project manager competencies. Many factors like a sound understanding of competencies, competency grades, facilitators' interviewing and inference skills, etc, play a very important role in such an exercise. However, there is a much greater challenge of avoiding a 'me too' mindset. The exercise must aim at bringing the best out of a project manager with honest efforts to help the PM successfully continuing the journey towards competency! The key of this paper is to go beyond mere processes and create a mapping exercise based on action oriented competency statements.

Keywords: Competency; Organization; Project Management; Mapping

INTRODUCTION

Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for training and development, performance management, and sequential planning. Several companies in this emerging corporate culture have started using competency mapping tools to gather knowledge about their current as well as prospective employees. The technique depicts and shows skills and knowledge of the person, his activities in presence of others, how well he works with others, his abilities, his constitution, his dedication and his willingness to work. choing through the corridors of our organization we often hear these refrains? We plan to ire a new project manager... how can we redict which candidate will perform best?? We want to give project management training to some of our junior engineers... how can we be sure which ones are most likely to succeed at project management? ?? We are reviewing proposals from several vendors for a project that is critical to our company's future... how can we tell if their project manager is competent? And this is not limited to chat around the coffee machine alone. These are concerns that engage senior management as well; and find an echo in the words of the CEO who declares, "Our organization is growing by leaps and bounds in all aspects such as manpower, clients, revenue,

locations, certifications and benchmarking. We need to prepare our middle management for executing and managing large, fix bid and new clients' projects. The key parameter is to implement a pool of competent project managers/leaders and mentor the SPM / PM / PL while improving their PM competencies.

COMPETENCY MAPPING

A competency mapping presentation displays personality traits. The total process helps the company perform better in personnel management and interactive workplace communication. The stream of management has become indispensable over a course of time now. Experts in clinical psychology have led to develop some important characteristics of a person's competency and those are:

Constitution: Personality is the outcome of a definite constitution. This constitution defines the ability of the person to work as a team member, a team leader, an individual, and even his temperament.

Traits: Traits are both physical and behavioral, which differ from person to person and perspective from the eye of the management. Traits and constitution are interdependent.

Self-Concept: Every individual interprets about his own traits and keeps on

making deriving the facts about him. If ideas get respect from the management in daily routine, employee becomes more productive and attains a self-satisfaction.

Skill and Knowledge: Competency mapping helps the management to understand and to find out the skills and knowledge of employees, who are distinct with approach and level of intelligence. Even a simple virtue of being patient is a rare skill that recruiters look for.

Competency Mapping Defines

1. Competency standards & qualifications
2. Role specific competency profiles
3. Assessment methodology
4. Training provider screening & accreditation

Competency Tracking

1. Competency based training
2. Customized training courses to Suit Company & local requirements
3. Technical & vocational training
4. Safety emergency response training
5. Assessment of competency

Competency Development

1. Establish training matrix
2. Gap analysis to identify individual training requirements
3. Monitor individual training currency & need for refresher training
4. Book training courses
5. Record of competency

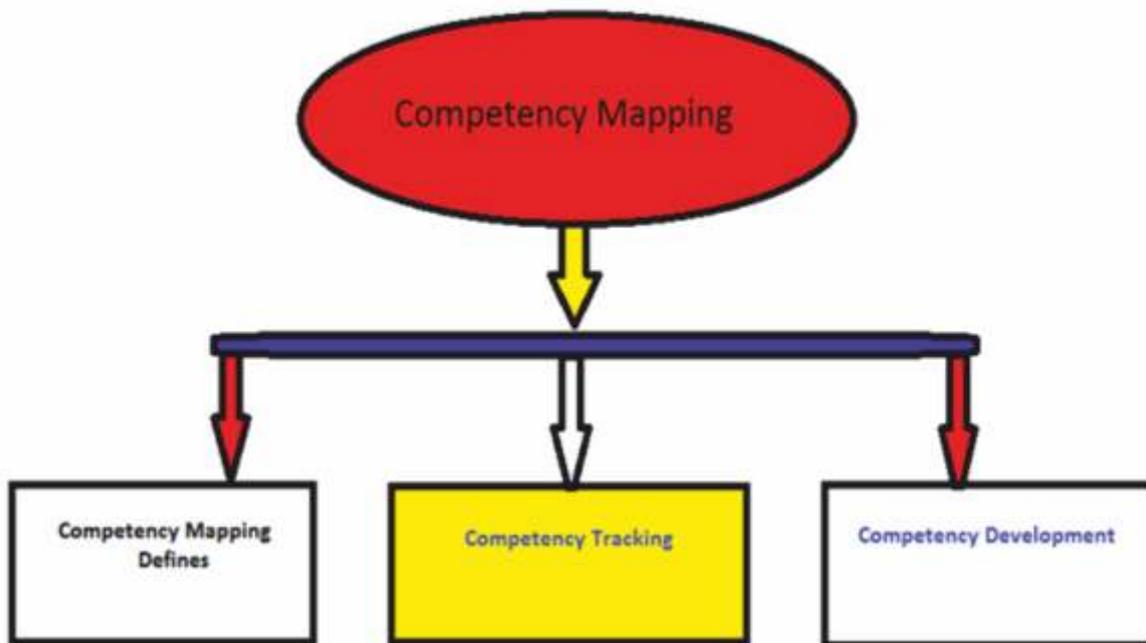


Figure 1: Competency of Organization

KNOWLEDGE MANAGEMENT

Knowledge Management is the collection of processes that govern the creation, dissemination, and utilization of knowledge. In one form or another, knowledge management has been around for a very long time. Practitioners have included philosophers, priests, teachers, politicians, scribes, Liberians, etc. So if Knowledge Management is such an ageless and broad topic what role does it serve in today's Information Age? These processes exist whether we acknowledge them or

not and they have a profound effect on the decisions we make and the actions we take, both of which are enabled by knowledge of some type. If this is the case, and we agree that many of our decisions and actions have profound and long lasting effects, it makes sense to recognize and understand the processes that effect or actions and decision and, where possible, take steps to improve the quality of these processes and in turn improve the quality of those actions and decisions for which we are responsible?

Knowledge management is not a, "a technology thing" or a, "computer thing" If we accept the premise that knowledge management is concerned with the entire process of discovery and creation of knowledge, dissemination of

knowledge, and the utilization of knowledge then we are strongly driven to accept that knowledge management is much more than a "technology thing" and that elements of it exist in each of our jobs.

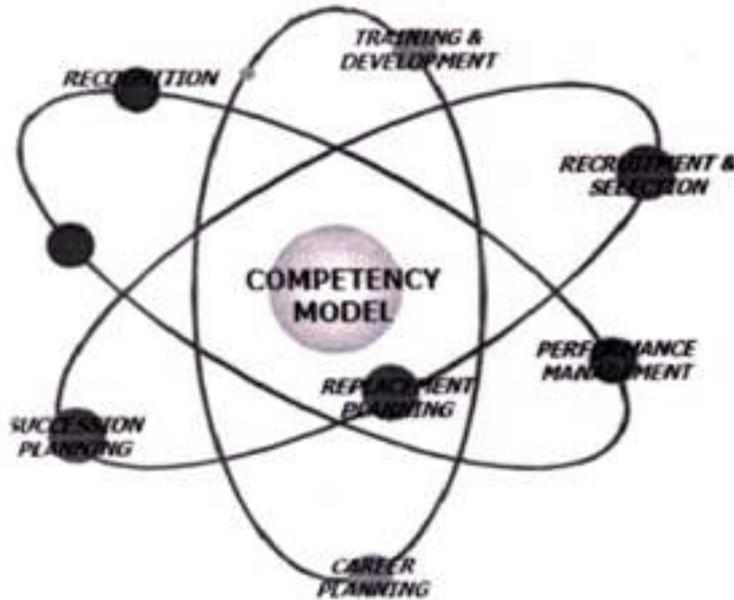


Figure 2.0: Hierarchy of competency

It is a subject concerned of managing knowledge, amplifying knowledge through different

resources. It is not an end but a beginning of a journey to reach the following trail:

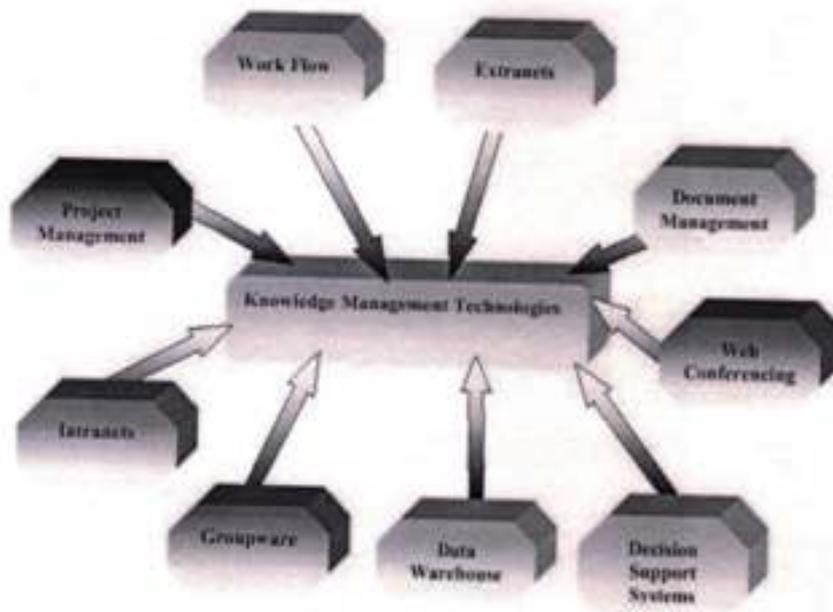


Figure3.0 Knowledge management

1. Gathering facts.
2. Moderate structured approach.
3. Working profile system.
4. Improving performance competitive advantage.
5. Retaining intellectual capital.
6. Creating feedback.
7. Adopting changes in environment and markets.

IMPORTANCE OF COMPETENCY

The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. They may need to hire someone who can be an effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one's competencies can give one a competitive edge in the job market.

Usually, a person will find themselves with strengths in about five to six areas. Sometimes an area where strengths are not present is worth developing. In other cases, competency mapping can indicate finding work that is suited to one's strengths, or finding a department at one's current work where one's strengths or needs as a worker can be exercised.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short term benefit and may actually result in greater unhappiness on the part of individual employees. A person identified as needing to learn new things in order to remain happy might find himself or herself in a position where no new training is ever required. If the employer cannot provide a position for an employee that fits him or her better, competency mapping may be of little use. Challenges and competition are the part of today's society, and therefore, Career Planning is the only task, which can guide us to do what we want to do in our life, rather than just aimlessly changing job

all the time in future. Competency Planning is one of the broader aspects of the learning in our existence. We all have some intentions and we all think to have stability in our future lives, and for that purpose, COMPETENCY PLANNING serves as a key to success. Competency Planning helps us to design and formulate our future smoothly. Like, if a person wants to be a banker, then he or she would choose to go ACCA or CA or MBA in finance after completing Intermediate in commerce and Graduation in commerce/business administration. Else he/she would go for CAT course or Masters in commerce or even upto doctorate level. Competency Planning is a life time process we are always learning and growing, and as we do, our interests and needs also change. Career planning is not just making plans to obtain our career, but it also helps us to make many adjustments there will be along the ways we learn throughout our lives.

The future is un-predictable, however, we could still make our place in this meritocratic world by making career goals and plans in advance, for getting better opportunities in todays pluralistic and globalize world. We must pre-plan our goals under the supervision of professionals in conscious state of mind, so that we could strategically maintain our goals and follow it towards the path of successful future.

1. The ability to link business and knowledge strategies.
2. The ability to create a basic talent pool and competence networking infrastructure.
3. The ability to create the context for organizational knowledge exchange conversations.
4. The ability to access and use organizational expertise to mitigate risk before engaging in high impact initiatives.
5. The ability to publish & share know-how from day to day business interactions & international best practices.
6. The ability to reflect usefully on key organizational outcomes, projects & deliverables insuch a way as to provide earnings for future iterations of the same processes.
7. The ability to create communities of practice to address key strategic themes & validate knowledge assets.
8. The ability to change organizational behavior

drivers such as performance management, HR strategy and leadership to support knowledge sharing.

9. The ability to functionally determine knowledge enabling technologies & drive them from a human methodology perspective.

COMPETENCY MATRIX

The competency Matrix contains 24 competencies grouped evenly into 6 knowledge mapping Dimensions, including self Mastery, Futuring, Sense Making, Design of Intelligent Action, Aligning people to action and Adaptive Learning. The four competencies that reside inside each of the six Dimensions (24 in total) define a set of related action that, when executed by a leader with intension, create a specific outcome. Each competency is made up of observable skills that can be learned. Like any skill, practice and feedback are necessary. Some skills take longer than others to acquire. We view leadership as a lifelong journey. The specific skills represented by these 24 competencies constitute the essentials of leadership. By the essentials we mean those primary skills that can be combined and recombined to handle the majority of challenges faced by leaders today. We have grouped these primary skills into the 24 definable competencies to show function and purpose, choosing dimension names that best describe the groupings of these competencies. Periodically we make adjustments and changes to the skills and competencies to reflect the evolution of changing demands on leaders.

Training Development and Learning Strategies

A critical characteristic of successful organizations is a culture of continuous learning and talent development. In today's competitive environment it is crucial to understand that there are many development strategies and evolving technologies that can be leveraged to create this culture. We can provide assistance in helping you design, evaluate and implement these strategies.

Technology enabled Learning and Development

Today's evolving and emerging technologies such as learning management systems, talent management systems, video sharing and social net-

working systems can be leveraged and implemented in the continuous learning and talent development process.

Subject Matter Experts

Our staff has a varied background in both the private and public sector. We have SME's that will provide valuable expertise in designing specific training programs and content for your business.

LIMITATIONS

While conducting research, at most care was taken to collect data in unprejudiced manner to make this study precise and truthful. But, due to certain unavoidable reasons, there are certain limitations which are as mentioned below.

1. This study engrosses only a part of total number of employees working at Surat manufacturing plant.
2. Research was to be conducted maintaining the decorum of the company.
3. Employees were busy in their work and thus did not spare much time to respond openly to the questions asked.
4. Information and responses given by the respondents may be a biased due to several reasons.
5. Limited time span for carrying out study also restricted the research work.
6. As company is too large, as per their tactics and guiding principle employees were not ready to disclose confidential facets.

CONCLUSION

Hence, with the given research study conducted in this organization, it can be concluded that the concept of competency mapping and Knowledge Management is in between the introduction and growth stage that is it is ahead of introduction stage and has not reached yet to growth stage. It has been also concluded that there is certainly a quest for knowledge in the employees and combining this factor with highly established HR Department and Advanced Information Technology in the organization, competency mapping is need to be regularly carried out here and Knowledge Management will definitely reach to the growth stage in due course of time in this organization.

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