

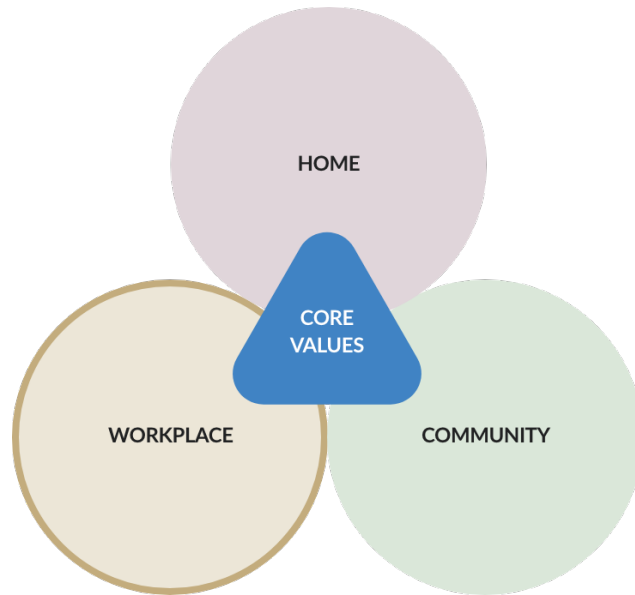
Managing Well by Designing Competency, Skills and Rating Scales

A guide to structure developing
your team in their roles



RESTORED LEADER

The relationship model



Core Values:

Undeniable truths that help you make sense of self and the world.

Home:

These relationships are those you consider “family”.

Community:

They are your friends, neighbors and places of worship.

Workplace:

These relationships are with your professional colleagues and customers you serve.

Designing Competency, Skills and Rating Scales For Those You Lead

Managing teams and developing individuals is such an integral part of a leader's job that the specifics of how to do it well can be easily overlooked. Have you ever needed to help a team member grow into a new role or develop a new skill, only to realize you don't have a roadmap for how to do it well? This document will serve as a framework as you onboard new team members, guide existing teams, and help younger leaders grow into new roles.

We hope this document will help you approach staff reviews and competency evaluations with simple steps that keep you in line with the Core Values of your organization.

Every role in an organization is developed over time through intention and care by the organization's leaders. These roles are unique, each has a clear purpose that serves the organization and requires a certain set of competencies and skills to be fulfilled (for example, a coffee shop requires that the role of a barista be filled, and a barista must develop the competency of quick decision making and customer service, while having the skillset to make lattes).

If humans were void of emotion, variety, and individual giftings, we could perfectly program ourselves to fill these roles and develop the required competencies – but we're not robots, thank goodness!

Since every individual in a business brings their own unique personhood to the table, it takes work to guide them toward the required competencies and skill sets that their *particular* role requires.

If you've hired a person who aligns well with the **Core Values of your organization**, you can intentionally help them learn and develop these skills and competencies with care.

When a manager lacks clear definitions, examples and exemplars of roles, competencies and skills, they are left to manage and instruct purely based on their own feelings and perception. This clear rubric will give you confidence in your management process, creating a more authentic and joyful leadership experience.

COMPETENCY AND SKILL EXAMPLE

For example, consider the role of the Director of Marketing. The exact specifics will vary based on your organization, but in general, the person in this role will likely have no more than three essential **competencies** that can be defined by a single sentence.

A Director of Marketing is required to be successful as they build on their expertise through three competencies:

Competency 1: Leadership

Leadership means influence in a manner that embodies the Core Values of the firm, thus accomplishing the mission of the firm.

Competency 2: Technical Marketing

Sound theory of product, placement, position, and price with working professional experience.

Competency 3: Account Management

Interacting with clients over the duration of the relationship.

Let's look further into the competency of Leadership through the **skills** required to shape mastery of competency #1 -- Leadership in the context of a company and its Core Values:

Your Company Name

Company Core Value: Honesty. To be free of deceit and untruthfulness; sincere.

Role: Director of Marketing

Competency 1: Leadership

Leadership means influence in a manner that embodies the Core Values of the firm, thus accomplishing the mission of the firm.

Skill a) Managing direct reports through the [situational leadership model](#).¹

Skill b) Collaborating with peers on any project.

Skill c) Developing, executing a budget.

Each individual will be in different stages of mastering each skill and competency, but outlining these clearly is a valuable way to foster growth on your team.

As you consider what skills may accompany each competency, consider this definition:

Skills are the building blocks of competencies that make roles in your venture significant.

Learned skills are necessary for a role to be well-defined with a clear and meaningful purpose. This is why leaders who are also managers of teams must know how to diagnose the skill levels of their team. More importantly, each team employee in their own unique role must be able to self-diagnose their skill level and consistently grow towards mastery.

¹ Ken Blanchard SLII(R) Powering Inspired Leaders (TM) <https://www.kenblanchard.com/our-content/programs/slii>

How is mastery measured? A rating scale is a good place to begin.

RATING SKILLS EXAMPLE

Competencies and skills should have a rating scale so that the employee can understand their performance journey towards mastery. Below is a scoring system based on a five-point scale.

Before you begin, jot down your Organization's Core Values and their definitions. Refer to this as you proceed.

The Five-Point Scoring Scale:

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|--|---|---|---|--|
| Level 1: Rarely meets expectations. The employee needs help with the skills required to be competent in the role and should be removed from this role for one that better suits their ability and willingness. | Level 2: Frequently below expectations. Requires intensive support to meet quality standards. Needs help developing skills for the role and should check their ability and willingness to do the job. Performance improvement plan candidate. | Level 3: Infrequently meets the quality standards with occasional difficulty. Good grasp of skills, but requires significant time for learning and practicing the basics. | Level 4: Frequently meets the work quality standards. They have a sound grasp of the skills and are working towards improvement. Requires coaching towards mastery. | Level 5: Consistently produce exceptional work, demonstrating the ability to apply these skills as an exemplar for the organization. Can teach and coach others in this skill. |
|--|---|---|---|--|

Forming Exemplars

When a person has achieved mastery of their role, they have become an exemplar of the role - they are the "template" for those who follow in their footsteps. Everyone needs to see what that exemplar model looks like in your organization.

In education, students moving from one grade to the next have competencies they must achieve to graduate. As each grade progresses, the skills learned and acquired over time build upon the student's ability to complete and graduate from each grade level. Teachers are trained to diagnose and evaluate their students, and over time students eventually learn to self-diagnose. A student will know if they're falling behind or above the average.

Similarly, each employee must know their role's competencies and how they are progressing towards mastery. Success in any role means mastering competencies.

Executives (leaders of leaders) must know how to help their teams grow skills, so they can master competencies that distinctly achieve the purpose of their roles and help the organization succeed.

Take a moment to consider:

Who is the exemplar for each role within your organization?

It's essential to have exemplars who set the cultural tone for what it looks like to grow toward mastery in a role. Executive leaders must continue to find ways to consistently diagnose their employee's skills and competencies to produce teams that are effective in helping their organization achieve its mission daily.

When you rely on these predetermined skills, competencies, and scales, you will lead with more confidence. You will have something more objective than your feelings to help you make decisions.

Learning to design competencies and skills and set rating scales for periodic review can help executives manage their teams with great confidence and clarity on the journey.

If you need help working through any of this, we invite you to schedule a coaching session: [Connect to a Coach](#)



ABOUT THE AUTHOR

Darren Ho empowers leaders to live without compromise by redeeming their Core Values.

He knows that all leaders face daily pressures from the world; leaving them feeling exhausted, frustrated, hesitant, and often like they're chasing after the wind. Darren founded The Restored Leader™ – a leadership coaching firm – in 2017 to help clients Redeem, Protect and Live™ their Core Values. As a result, leaders create authentic narratives, giving them confidence and joy in their leadership formation.

Originally from the Los Angeles area, Darren is a first generation American citizen. He and his wife and three children currently reside in Indianapolis, Indiana. Before that, the Ho family lived in Asia and Europe for 11 years and as a result, are passionate global citizens.

Darren earned his Bachelor of Science in Business from the University of Southern California. He received his Executive and Organisational Coach education from the International Executive Coaching and Leadership and is a Professional Certified Coach (PCC) of the International Coach Federation. He is also currently pursuing a Master of Arts in Theology at Fuller Theological Seminary.

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