Developing a Successful Workforce in Challenging Times

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Learning Objectives

- Learn what competencies are critical for success among professionals in community-based organizations and how these compare with the unique needs of The Arc’s network.
- Understand components and output of competency modeling and the process of building core, leadership, and functional competency models.
- Learn how to apply the competency model to everyday talent management such as recruitment, assessment, rewards, and development.
What is LPHI?

LPHI is a public health institute that champions health within systems and in all communities. We uncover complementary connections across sectors to combine social, economic and human capital needed to align action for health.
LPHI Collaborators

- Health Care
- Community Based Organization
- Government
- Academia
- Private Sector
What is AchieveMission?

AchieveMission is a nonprofit consulting firm that increases the impact of the social sector by strengthening leadership development and people strategies. AchieveMission partners with community-based organizations to unlock their potential to solve humanity’s greatest challenges.
Outcomes and Agenda

1. Common barriers to strategy execution at community-based organizations
2. LPHI’s journey in developing competency models
3. Sample competency models of relevant organizations
4. Discussion: opportunities, challenges and critical skills
Common Barriers

- Talent acquisition
- Organization structure
- Critical skill gaps
- Cultural alignment
- Succession challenges

Source: AchieveMission database of projects 2016-2017
And Underlying Adaptive Issues

**Known Barriers**

- Talent acquisition
- Organization structure
- Critical skill gaps
- Cultural alignment
- Succession challenges

**Common Underlying Issues**

- Clarity and buy-in of strategy
- Role overlap or lack of clarity
- Consensus on desired culture and employment value proposition
- Leadership team dysfunction

Source: AchieveMission database of projects 2016-2017
Competencies Needed by Community Leaders

- Emotional Intelligence
- Relationship Building
- Effective Communication
- Systems Thinking
- Cultural Competence
- Disciplined Execution
- Change Management
- Learning Orientation
LPHI Journey & Challenges

- Founded in 1997 as a partner to government and academia to improve population health
- Matrix philosophy fostered simultaneous growth of functions and content
- Reactive systems support to Hurricane Katrina and BP Oil Spill
- Context and systems changes demanded for a diversified business model
- Rapid growth was leading to burn out
- 2014-15 Culture Development and Strategic Planning Initiative sparked vision for transformation
Investment in People

- LPHI was ready to shift the mindset of the team from one that was technical and tactical to one that is strategic and fosters thought leadership
- Needed Human Capital tools to achieve the culture change that the organization aspired to make
- Needed to attract talent for an increasingly complex health landscape
- Needed to develop an approach for succession planning
- Ability to achieve LPHI mission requires a cohesive and aligned team
People Strategy

- Leadership Decision Making
- Goal Cascade + Performance Management
- Competencies
- Talent Acquisition
- Succession Management

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What is a Competency?

Observable & Measurable Behavior that effects

Job Performance

which can be developed with

Training & Development
Developing the Competency Model

1. Form Team + Inputs
2. Interviews + Blitz Build
3. Validation
4. Implementation
Initial Inputs - Values

Compassion

Integrity

Collaboration

Innovation
Additional Inputs

- Functional Competencies
  - Annual Review
  - Core Competencies for Public Health Practice
  - Collaborative Leadership Competencies

- Preliminary Competencies
  - Communication
  - Develop & Recognize Others
  - Collaborative Leadership
  - Trust & Empathy
  - Quality
  - Motivation
  - Innovation & Success Orientation
  - Thought Leader
Blitz Build
Competencies 1.0: Core

- Collaborates with Colleagues and Partners
- Demonstrates Emotional Intelligence
- Practices a Learning Orientation
- Champions and Manages Change
- Assures Quality and Impact
- Applies Systems Thinking and Acts Strategically
Competencies 1.0: Leadership

- Models and Inspires Authentic Leadership
- Manages and Develops Others
## Proficiency Scale: Emotional Intelligence

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<tr>
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<th>Emerging</th>
<th>Developing</th>
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<th>Advanced</th>
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<td><strong>Applies self awareness and empathy to relationships</strong></td>
<td>Is aware of own feelings, situation, strengths and weaknesses. Expresses kindness and consideration for those around her/him.</td>
<td>Takes responsibility for her/his own feelings, opinions and behavior. Seeks to understand others’ situations and perspectives.</td>
<td>Builds a reservoir of good will with colleagues and teams through honest transparent dialogue.</td>
<td>Actively challenges own self and others to check for unconscious biases.</td>
<td>Inspires and motivates others to cultivate personal reflection and support one another’s personal growth. Encourages a culture of relationship-building.</td>
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<td><strong>Understands when to follow, take initiative and ask questions</strong></td>
<td>Understands her/his team role, decision-making authority and when to ask questions. Willing to ask for and offer help.</td>
<td>Takes initiative when appropriate, keeping supervisor or team lead informed. Proactively, asks questions and requests support from co-workers and supervisors as needed.</td>
<td>Anticipates challenges and concerns and initiates dialogue to clarify situations and request support. Achieves goals by making good judgments about best personal role.</td>
<td>Encourages colleagues and direct reports to take initiative and ask questions to advance goals. Models and encourages others to adjust roles with flexibility to achieve larger goals.</td>
<td>Models collaborative leadership style, encouraging others to lead when appropriate. Able to discern best role for the organization with external partners in moving shared work ahead.</td>
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<td><strong>Recovers quickly</strong></td>
<td>Remains calm in stressful situations. Reflects on own decisions, actions and mistakes.</td>
<td>Quickly recognizes and adjusts to difficulties and stress. Reacts constructively in difficult situations.</td>
<td>Manages own behavior to prevent or reduce feelings of stress. Rebounds quickly in response to significant failure or disappointment. Helps others respond to difficult situations.</td>
<td>Maintains a sense of humor under difficult circumstances. Consistently models healthy boundaries and balance in his/her approach to work.</td>
<td>Anticipates potentially disruptive situations and addresses via prevention to create optimal conditions for personal and organizational excellence.</td>
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Competency Implementation

- Workforce Planning
- Performance Management
- Talent Acquisition
- Succession Planning
- Reward Management
Deep Dive: Talent Acquisition

Core Competencies

Collaborates with others
Builds and fosters effective and trusting partnerships with colleagues and partners. Recognizes and engages skills, expertise and resources of others. Values own role in generating shared success and accountability of the team.

Demonstrates emotional intelligence
Applies self-awareness and empathy to foster relationships. Further the work by understanding when to follow, when to take initiative and when to ask questions. Recovers quickly from difficulties.

Practices a growth mindset
Continuously learns and improves by seeking feedback and coaching. Embraces challenges, new ideas and perspectives as opportunities to learn.
## Deep Dive: Succession Management

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Successes

- Disciplined approach to workforce development and succession
- We have a framework, tools and a plan in motion to develop staff equitably based on core competencies
- Aligned commitment, focused on shared goals and outcomes

- Increased vertical and horizontal accountability
- Managers equipped to coach and develop staff
- Advanced strategy work in motion
Competencies are the thread that ties all talent processes together

**Talent Acquisition:** Update job postings to reflect competencies. Create competency-based selection criteria and interview questions.

**Performance Management:** Include competency-based development goals into performance plans.

**Rewards:** Develop career bands and salary structures based on scope and competencies.

**Succession Management:** Define leadership potential in terms of competency readiness. Incorporate competency heat maps in talent reviews.

**Leadership and Professional Development:** Incorporate competencies in onboarding plans, career paths, individual development plans and 360 feedback tools. Develop training curriculum to reflect gaps in key competencies.

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Questions & Discussion