*CHAPTER 10*

*Encouraging Competency-based Training and Development*

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# PL 1. Identifying Competencies in Your Resume to Guide Your Development

A competency based approach to writing a resume focuses on identifying skills and other characteristics that an employer or groups of employers might need to achieve their objectives. Generally, organizations have performance or work related objectives in meeting customers or client needs.

If you are an employee in an organization or a student wanting to get a job, you might focus on various competencies. Beyond general competencies, certain key competencies are more important to highlight. In a meta-analysis of 29 validated studies, researchers identified 8 competencies that might be part of a generic framework predicting workplace performance.

1. ‘Leading and deciding’ or taking control in initiating action and taking responsibility.
2. ‘Supporting and cooperating’ or putting people first and behaving with clear values which complement the organization.
3. ‘Interacting and presenting’ or communicating and relating to others in persuading others in a confident, relaxed manner.
4. ‘Analyzing and interpreting’ or showing evidence of analytical thinking in applying expertise to complex problems and issues.
5. ‘Creating and conceptualizing’ or being open to new ideas and thinks broadly and strategically.
6. ‘Organizing and executing’ or being able to plan ahead and focuses on customer satisfaction and the delivering of quality services.
7. ‘Adapting and coping’ or adapting in responding to change and managing pressures effectively.
8. ‘Enterprising and performing’ or focusing on results and achieving work objectives.

This list of competencies[[1]](#endnote-1) is consistent with other studies that highlight relationship and task competencies, context and task performance,[[2]](#endnote-2) and ‘getting along’ and ‘getting ahead’ competencies. [[3]](#endnote-3)

In the following table, identify a strategic area you are focusing on and then specific key objectives to guide you. Given these objectives, what competencies and measures of progress might you have? For example, suppose your objective was to get promoted to a managerial position.

|  |
| --- |
| **Strategic theme:** **Get promoted to a managerial position.**  |
| Objective | Competencies | Markers or Measures | Time period |
|  |
| Objectives | 1.2. |  |  |
| Financial in meeting goals and objectives |
| Objectives | 1.2. |  |  |
| Internal processes in meeting goals and objectives |
| Objectives | 1.2 |  |  |
| Learning and Growth in improving motivation in meeting goals and objectives |
| Objectives | 1. 2. |  |  |

# References

1. Bartram, D. (2005) op. cit. [↑](#endnote-ref-1)
2. Borman, W. C., & Motowidlo, D. J. (1993) Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations*.

San Francisco: Jossey-Bass. pp. 71-98. [↑](#endnote-ref-2)
3. Hogan, J., & Holland, B. (2003) Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. *Journal of Applied Psychology*, 88: 100–112. [↑](#endnote-ref-3)