

Chapter 3

Competency Integration

ABSTRACT

The integration of competency and systems and subsystems of performance management is necessary for a business wishing to improve its overall performance. A single system of performance management leads to effectiveness and there is evidence supporting this notion. Competence-based integration vertical and horizontal alignments are covered in this chapter. Vertical and horizontal alignments impacts business outcomes. A newer model of system alignment introduces what is specific for integrating competency within a business; the “V” shape integrative alignment model is thoroughly discussed along with its impact on organizational processes, systems, and subsystems.

INTRODUCTION

The introduction of an integrative alignment model for strategic planning development discussion occurs in this chapter. The debate proceeded in Chapter two, explaining more fully what a comprehensive integrative approach is and its benefits to business application. When vertical and horizontal alignments with a business or organization management systems, particularly performance management, free flow information occurs.

The addition of a competency framework is necessary as it allows for organization efficiency with sharing the information and using the information to innovate. The combination of vertical and horizontal total integration performance management will enable businesses to achieve positive performance outcomes. The approach to be discussed will illustrate

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levels of their interworking together under one system that achieves desired business results. The top-downwards course provides the strategy guidance and *for the bottom upwards skills behavior linkage directly to organizational goals and objectives.

This chapter will analyze various studies and a review of the literature supporting this contention—the combination of performance management competencies, human resource competencies, and knowledge management results in dynamic capabilities.† Additionally, there is evidence that supports that misalignment is a contributing factor to epic organizational failures. The chapter sets the tone (see *Table 1 Takeaways from the Chapter*) for using the competency model as a corporate strategy.

Competency development impacts industries of all types (Sanghi, 2016). Even if industries utilize technologies or automation, organizational competencies are human attributes not intended to be replicated by robots or automation. Managerial competencies add value to the business. The concept of “competency” can be confusing because of the misunderstanding of scholars’ original intent (Harper, 2018). The framework for competency modeling can fail to achieve outcomes for several reasons, such as a misunderstanding about their findings. Due to the misapplication of some competency models, when core or organizational competencies are not appropriately aligned, the business concepts and strategy or individual competencies are not adequately conditioned to align with the strategic direction of the business. There is no adequate alignment of organizational core competencies not utilized to develop employees when they are rather tools for processes and procedures rather than behaviors.

The development of competencies is a person-focused approach - thoroughly discussed in Chapter 4 as the first step an organization takes to identify its organizational competencies. Although executives study business financials, state of the market, historical business performance, culture, and practices to determine what competencies are necessary to achieve its overall desired outcome once competencies decision occurs, the implementation and the model for developing and training staff is highly personal and based on each person know-how.¹ Therefore, the coaching model for a person needs to be based on work learning proficiencies in area of works.²

The author contends that core competencies are “a set of differentiated skills, complementary assets, and routines that provide the basis for firm’s competitive capacities and sustainable advantages in a particular business” (Teece et al., 1997, p. 28). Therefore, the use of core competencies requires the collective learning of business processes and activities (Sanchez &

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