

# The Role Assessments Play in transforming Strategy into Action

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# Ineffective Strategy into Action Implementation Context

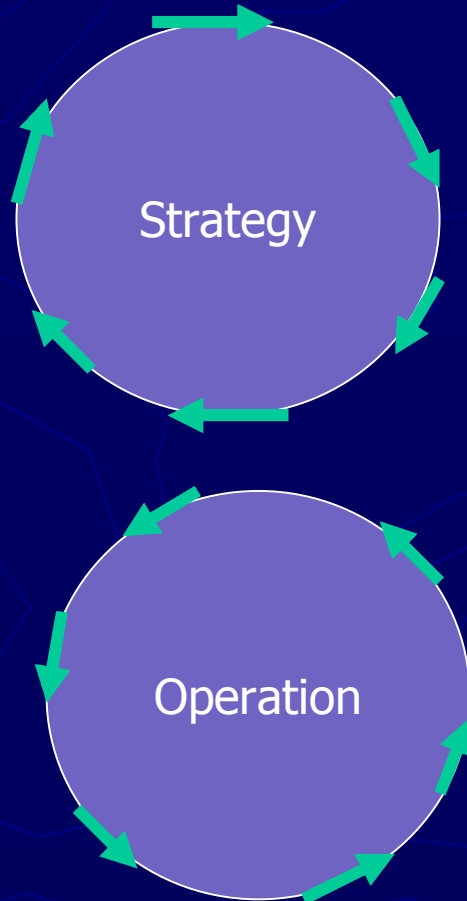
- ❖ Effort applied by Senior Management in planning and conceptualising strategic objectives
- ❖ Little effort and emphasis in applied to implementation through the organisation

Implementation **Assumptions** made:

- ❖ Strategic plan was effectively communicated through the organisation to all employees
- ❖ Line management understands the strategic objectives, intent and the process of translating organisational objectives into individual objectives
- ❖ Reliance on individual's technical competencies to achieve objectives
- ❖ All employees possess the appropriate technical and behavioural competencies

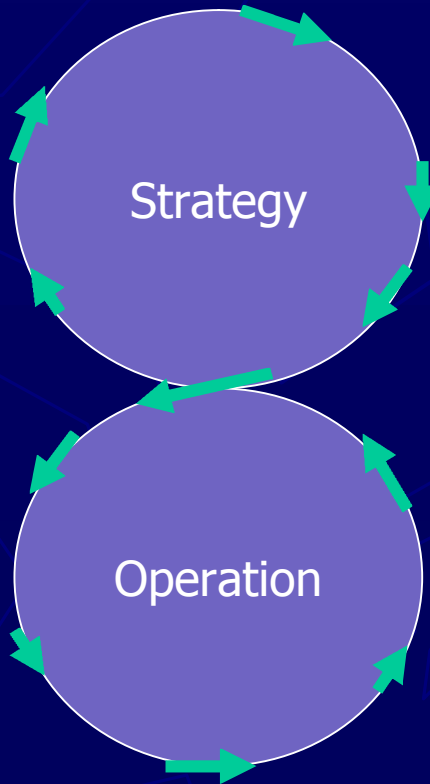
# Implementation Result

"SPINNING PLATES"

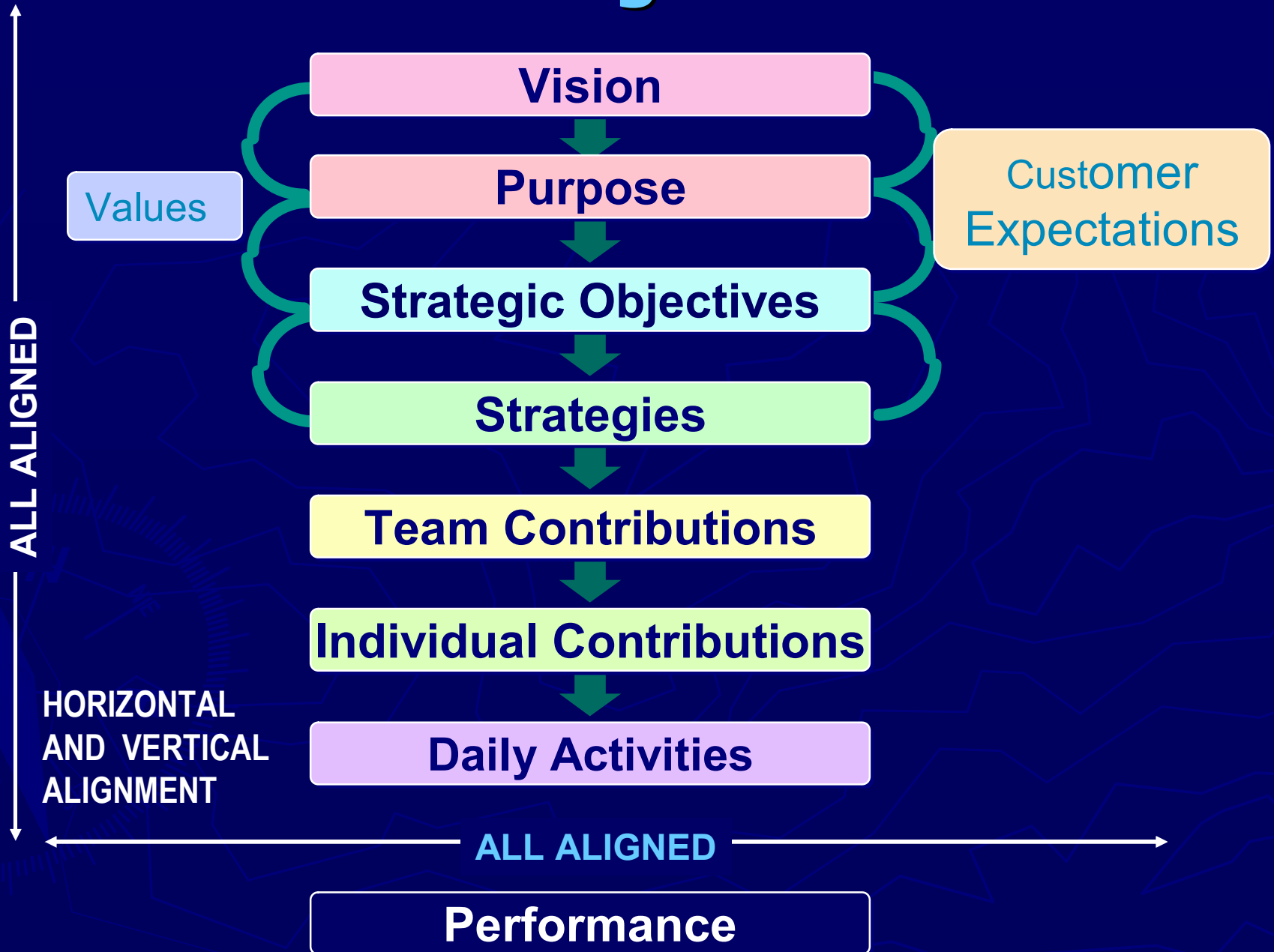


# Turning Strategy into Action

## Strategy Loop



# Cascading Process



# Role of Competency Modelling and Assessments

Use competency Modelling techniques to;

- ❖ Identify competencies that are relevant and linked to the
  - job description;
  - achieving the individual KPAs; and
  - are core to the organisation
- ❖ Formulate behaviourally-anchored rating scales

E.G. (BARS for Communication)

Fails to meet standard	Partially meets standard	Meets Standard	Exceeds Standard	Substantially exceeds standard
Communication was ineffective. Misinforms or distorts information. Overloads other with unnecessary information.		Ensures important, relevant information is communicated. Informs appropriate levels On a regular basis.		Takes initiative to inform and solicit input From others. Communication shows a high degree of creativity & persuasiveness.

# Role of Competency Modelling and Assessments

## Use Assessment tools and exercises:

- Development Assessments
  - For existing employees and future employees
  - Identify skill and competency gaps

## Recruitment and Selection

- For future employees
- Recruit appropriate skills and competencies to achieve KPAs and fit the job

# Shaping and Directing Action

## Individual

- Personal Development Plans (PDP)
- Training & Development
- Counselling
- Coaching & Mentoring

## Organisation

- Succession Plans
- Talent Planning
- Re-alignment and job/role and person matching
- Inform Skills Plan
- Competency-based Remuneration

**QUESTIONS?**

