

# Competency Based Selection & Interviewing Skills

Become a Certified Assessor  
by  
Globally Acclaimed Expert on Competency  
Assessment and Development

August 20 to 23, 2013.

Hotel J W Marriott, Mumbai

August 26 to 29, 2013.

The Claridges, Delhi

Presented By



In Association With



and



## Dr. Robert Emmerling

Co-author with Daniel Goleman,  
Dr. Richard Boyatzis & Co-facilitator  
& Researcher with Lyle Spencer in  
Competency Assessment

First  
time  
in India

Competency International invites you to join us in becoming certified in cutting-edge competency assessment and development methods. This dynamic and interactive session will provide you a unique learning opportunity to build your ability to deploy validated techniques attract, select, and retain star performers and high potential leaders.

**Space limited to first 30 applicants only**

- Improve your ability to select star performers that can accelerate the execution of your business strategy
- Become certified in competency-based interviewing techniques to reliably identify key competencies that drive performance
- Become a member of a global community of certified professionals capable of deploying validated techniques for the assessment and development of human capital
- Engage in a highly interactive, action-learning experience designed to maximize learning and skill development
- Understand the process of competency modeling for multiple roles
- Learn techniques for assessing the Return on Investment (ROI) of competency-based programs

*"People who make hiring and promotion decisions are more interested in assessing capabilities related to outstanding performance and leadership. IQ alone does not predict success in this domain as well as competencies that integrate cognitive, emotional, and social abilities."*

*-Emmerling and Goleman, Leadership Excellence .-*

## The Business Case for Competencies :

---

- Hiring must be based on a valid assessment of competencies most closely associated with objective performance and not based on intuition.
- Poor selection decisions cost organizations dearly in terms of productivity, morale, and wasted resources.
- Competency-based promotions and placements increase the likelihood of good job and person fit that lead to superior performance
- Understanding the process of competency modeling ensures HR applications such as recruitment, selection, and training focus on the specific competencies that account for superior performance
- Executives, HR officers, and Executive Education experts can use competencies to identify skill gaps and training needs that can be measurably improved
- Coaches and Mentors need assessment techniques that take into account aspects of the context in which their coaches operate. Assessments based on Critical Incident Interviews provide an engaging methodology which allows you to understand competencies in the context of specific roles
- Competencies naturally lend themselves to Return on Investment (ROI) evaluation and allow you to quantify the contribution of HR programs to the strategic objectives of the organization.

---

*“Measurement of competencies based on Critical incident interviews (Cii) have been shown to be more predictive of what people will actually do than what they say they will do when asked to respond to a test item.”*

*Ryan, Emmerling, and Spencer. Journal of Management Development*

---

## Critical Incident Interviewing

Key to any effort to recruit and select individuals is a valid and reliable assessment of the individual social and emotional competencies demonstrated by superior leaders in a given role or department.

**The Critical Incident Interview (CII)** is the core tool used in competency needs assessment and individual assessment and is ideally suited to detect differences between individuals in the key areas of social and emotional intelligence. The CII protocol asks people to describe, in considerable “short story” narrative detail, the most critical incidents (the 5% which account for 95% difference of their performance results) on their jobs.



**Critical Incident Interviews**  
*produce data that can be systematically assessed for competencies and other situational factors such as:*

- ✓ **What was the situation** (what do superior v. average performers consider “critical” situations?).
- ✓ **How the interviewees become involved** in the incident (proactive, took initiative to make something happen or reactive, responded to situation presented).
- ✓ **Who else was involved** in the incident (i.e. just self, direct reports, other teams or top management, customers, contractors, government officials, external professional organizations)
- ✓ **What the interview observed**, paid attention to, sought information about.
- ✓ **What the interview wanted to accomplish** in the situation.
- ✓ **How the interviewee felt** (e.g. self confidence, self-control, optimism v. depression, challenged vs. overwhelmed-- and how these feelings were dealt with).
- ✓ **What the interviewee thought** about what they observed.
- ✓ **What the interviewee actually did** in response to specific situations.
- ✓ **What outcomes** did the interviewee consider critical or significant.

### **The Critical Incident Interview has a number of unique advantages**

1. The ability to identify and understand the unique expression of competencies in any cultural or organizational context. By contrast, survey instruments only find what their items ask about.
2. Ability to see the expression of competencies in the context of specific tasks associated with key roles within the organization. In this way, the process provides insight into how individual competency profiles might fit changing roles and responsibilities.
3. The process produces compelling qualitative information which can be incorporated into executive summaries to promote understanding of how competencies manifest. Specific vivid stories provide powerful examples for communication of what situations and competency behaviors are like in an organization’s specific environment and make for excellent content for case studies and simulations to be used in training and developing specific competencies.

---

*“ Emotional and social intelligence competencies, have evolved into a flexible framework for the selection, assessment and development of human talent in organizations all over the world and represent a practical, theoretically coherent, reliable and valid approach to assessing individuals.”*

*Emmerling and Boyatzis, Cross Cultural Management: An International Journal*

# Detailed Program Agenda

## Day 1

Registration and Welcome Coffee

Introduction

### Module 1: Introduction to Competencies

1.0 Competencies as a Behavioral Approach to Emotional Intelligence

1.1 Historical Background and Recent Research Using a Competency-Based Approach

1.2 How Motives Relate to Competencies and Job Performance

Morning Tea

### Module 2: Overview of Competency Model

Development Process

2.0 Overview of a six-step process for identifying and assessing key competencies

2.1 Applied case studies

2.2 Introduction to Competency Models

Lunch

### Module 3: Defining and Assessing Competencies

3.0 Defining and assessing Achievement-Related Competencies

3.1 Defining and assessing Teamwork and Interpersonal Competencies

Afternoon Tea

3.2 Defining and Assessing Leadership Competencies

3.3 Defining and Assessing Managerial Competencies

3.4 Defining and Assessing Cognitive and Intrapersonal Competencies

3.5 Session Wrap-up and Review

## Day 2

Welcome Coffee

### Module 4: Critical Incident Interviewing (CII)

4.0 Basics of Critical Incident Interviewing

4.1 How to Use Thematic Analysis to Code Interview Data.

4.2 What is Codable in an Interview and What is Not.

Morning Tea

4.3 Skill Practice - CII (Interview Warm-Up)

4.4 Skill Practice - CII (Positive Incidents)

Lunch

4.5 Skill Practice - CII (Negative Incidents)

Afternoon Tea

4.6 Dealing with Common Interview Problems

4.7 Session Wrap-up and review

## Day 3

### Module 5: Coding Critical Incident Interview Data

5.1 Developing a Competency Indicator Checklist

5.2 Skill Practice - Using the Competency Indicator Checklist

Morning Tea

5.2 Skill Practice - Using the Competency

Indicator Checklist

Lunch

### Module 6: Competency Modeling

6.0 Role / Task Analysis - Identify Key or Pivotal Jobs

Afternoon Tea

6.1 Determining the Standard Deviation of Performance

6.2 Identifying Human Factors Underlying Performance Variability

6.3 Session Wrap-up and Review

## Day 4

### Module 7: Return on Investment Analysis

7.0 Developing a Business Case for Competencies

7.1 Calculating Expected Economic Value Added by HR Applications

Morning Tea

7.2 Assessing the ROI of Competency-Based Interventions

Lunch

### Module 8: Competency Applications in

Recruitment and Development

8.0 Developing a competency-based recruitment and selection system

8.1 Basics of program evaluation and competency-based ROI analysis

Afternoon Tea

8.2 Training and development options for competencies - best practices from the Consortium for Research on Emotional Intelligence in Organizations

8.3 Cases studies and final session wrap up

## Who Should Attend

---

The competency certification program is designed for those who seek to apply cutting-edge competency modeling and assessment techniques in a way that delivers measurable improvements. This competency certification has been developed for use by consultants, hiring managers, coaches and mentors, human resource and recruiting professionals to assist them in creating customized competency models, interview protocols and multi-rater assessments to assess the competencies that distinguish high performers. Professionals and organizations across a wide range of functions and sectors will benefit from the knowledge, skills and abilities developed during the certification process.

## Designed for...

- ✓ Government and Public Sector Units
- ✓ Private Sector Organizations / Firms
- ✓ Consultants and Executive Coaches
- ✓ Manufacturing Organizations
- ✓ Service Sector Organizations / Firms
- ✓ Professionals in HR, Performance Management, Training, and Organizational Development



## Why Become Certified ?

---

- 1** Be able to better quantify your contribution to the mission of your organization. At times it seems as though investments in HR interventions lie outside the normal business criteria applied to any other investment decisions. You will learn to make realistic ROI forecasts related to your proposed interventions and learn techniques to conduct credible ROI analysis of your competency-based programs.
- 2** Improve your ability to recruit and select high potential talent. Our proven interview techniques have been validated in both academic and applied settings as capable of providing a reliable and valid assessment of the competencies demonstrated more often and more completely by “star performers.”
- 3** Improve your credibility and your own level of professional development and satisfaction. Being able to show tangible results of your efforts to recruit, select and develop top performers will enhance your reputation and your own level of job satisfaction as you begin to see the tangible results of the application of these methods.



## About Competency International :

---

Competency International consultants remain at the forefront of applied competency research and practice. Our consultants have been involved in some of the most influential work in the area of competency and have published multiple applied studies which have helped validate this behavioral approach to emotional intelligence.

Competency International is a research consortium and consultancy founded by Dr. Robert Emmerling, Dr. Lyle Spencer and Geof Ryan. In addition, several members of the Competency International team are members of the Consortium for Research on Emotional Intelligence in Organization and have authored several books, book chapters and articles on the topic of assessing and developing social and emotional competencies in the workplace. The work of Competency International consultants has been referenced in some of the most well-known books in the area of emotional intelligence including Working with Emotional Intelligence (By Dr. Daniel Goleman), Primal Leadership : Realizing the Power of Emotional Intelligence (By Drs. Daniel Goleman, Richard Boyatzis and Annie McKee), Resonant Leadership (By Drs. Richard Boyatzis and Annie McKee), and The Emotionally Intelligent Workplace (Eds. Drs. Cary Cherniss and Daniel Goleman).

Competency International is dedicated to building competency-based HR applications using scientific methods for developing and assessing competency models that meet professional and validity criteria as well as demonstrated economic value.

## About FEIL :

---

The Forum for Emotional Intelligence Learning (FEIL) is a worldwide recognized body in the field of developing quality leadership and training people in EI abilities. FEIL is a result of dedicated efforts of EI practitioners and proponents of Indian academia and industry. Formed in April 2008, FEIL stands for the core purpose of liberating human potential for a better tomorrow. FEIL aims to establish itself as a world-class association of dedicated practitioners and academicians committed to sustainable development for a peaceful and fulfilling society. It also aspires to leverage education and training to enhance compassionate leadership and promote emotional literacy by incorporating EI in the curriculum. With members profile ranging from industry veterans to academicians, FEIL enjoys the harmonized blend of corporate and scholastic views. Visit [www.ifeil.org](http://www.ifeil.org)

## How do I become certified ?

### 1. Attend the 4-day Certification Workshop

Active participation in this dynamic, skill-based training program is the first step in basic certification.

### 2. Pass the Certification Exam

Participants that have completed the competency certification may register to take the certification exam to achieve certification in competency assessment and modeling. The certification exam focuses on knowledge of specific techniques of Critical Incident Interviewing (CII) and interview codification. Additionally, the exam will assess knowledge of techniques associated with each of the 6 steps in the competency modeling process.

### 3. Advanced Certification

For participants seeking a more in-depth knowledge, a personalized advanced certification program will also be available. This advanced certification program will include a one-on-one debrief of one full hour-long Critical Incident Interview by Dr. Robert Emmerling. In addition, you will receive 2 personalized coaching sessions related to your own applied competency project.

## Here's What You Will Receive

- Intensive four-day certification based on action learning principles to maximize learning and skill development
- Course materials and competency workbook
- Lunch, arrival tea/coffee, morning and afternoon tea
- Certificate of course completion
- Opportunity to take the certification exam and have access to online exam preparation materials

### Registration

**Please rush in your confirmation to: -**

email - [coordinator.feil@gmail.com](mailto:coordinator.feil@gmail.com),  
Mobile:- 9423154279/7303036872 Ritesh

**for any queries with registering, please contact:**

Mr. Rajesh Jain : + 91 9004038340

Mr. Ashis Sen : + 91 9920434669

### Delegate Fee

• **For 1 Delegate** :- INR 95,000

**3 or more Delegates** :- INR 85,000

( \* Service tax @12.36% will apply )

( This is a Non-residential program )

Detailed Brochure is downloadable at [www.ifeil.org](http://www.ifeil.org)

Cheques / DDs Should be drawn in favour of "Princeton Academy Mumbai II Pvt. Ltd." payable at Mumbai / Delhi and sent to Suresh Sawant at C/o HPCL, 3rd Floor, Petroleum House, Churchgate, Mumbai-400 020,  
Tel: - 022-22863313.

## Speaker Profile

---

---



**Dr. Robert Emmerling** is a leading expert in the assessment and development of competencies and emotional intelligence in the workplace, and has spent his career as a consultant, researcher and trainer specializing in this area. Since 1997 he has been working on the cutting - edge of competency-based research, assessment and training with premier thought leaders in the field, such as Daniel Goleman, Richard Boyatzis and Lyle Spencer. He has presented and trained professionals in Asia, Europe, the Middle East, and in North, Central and South America. Through his work as a member of the Consortium for Research on Emotional Intelligence in Organizations, a group founded by Dr. Daniel

Goleman, he has been involved in some of the most influential work in the field of competencies and emotional intelligence, including the development of best practice guidelines for training and developing emotional intelligence (Cherniss, Goleman, Emmerling, Cowan, & Adler, 1998), and the identification and evaluation of model programs that significantly enhance social and emotional competencies in the workplace.

In addition to competencies and emotional intelligence, he also specializes in the areas of leadership assessment and development, executive coaching, 360-degree feedback, career change, organizational development, change management, program evaluation, and instructional design. He is a principal consultant at Competency International a research and HR consulting group dedicated to the application of scientifically validated techniques to the management of human capital in organizations and committed to advancing the science of motive and competency assessment, application and development. He has provided consultation on these issues to companies around the world including Johnson & Johnson, Siemens, Goodwill Industries, Novartis, Price Waterhouse Coopers, LSG Sky Chefs, Brocade Communications, Deutsche Bank, Ameriprise Financial Advisors, TATA Autocomp Systems and Hess Corporation.

Robert holds a Doctorate in Organizational Psychology from Rutgers University and is a founding member of and the Indian Forum for Emotional Intelligence Learning. He is also the creator and webmaster of the world's most visited website related to emotional intelligence ([www.eiconsortium.org](http://www.eiconsortium.org)) which has received over 12 million visitors since being launched in 1998.

## Co-facilitator

---

---



**Mr. Ashis Sen** is working as Dy. General Manager (Training & Balanced Scorecard) at HPCL and is the Vice Chairman of Forum for Emotional Intelligence Learning ([www.ifeil.org](http://www.ifeil.org)). Mr Sen is the India Coordinator for Society for Organizational Learning (SOL) and one of the first members at Execution Premium Council at Palladium for Balanced Scorecard Implementation. Mr. Sen has conducted workshops & Delivered talks on Strategy, Balanced Scorecards, Emotional Intelligence, Vision Building, Competency Assessment and Leadership at various forums like CII, TISS, IIM Lucknow, IIM Kozikode, RCF, Strategy Management Group at Scope, Ratakos

Brett & Co Ltd, IPE Hyderabad, PHDCC Delhi & also at various international forums including BSC forum at IIRME, Dubai, A & M University, Texas USA, EI Consortium Boston USA etc. Mr. Sen has actively participated in building a Harvard Business School, Case Study : Hindustan Petroleum Corporation Ltd.: Driving Change through Internal Communication. Several of his articles have been published in International Magazines including at Refection & Systems Tinker, Balanced Scorecard Report published by Harvard Business Publishing, Human Factor, Petrotech amongst other leading journals.