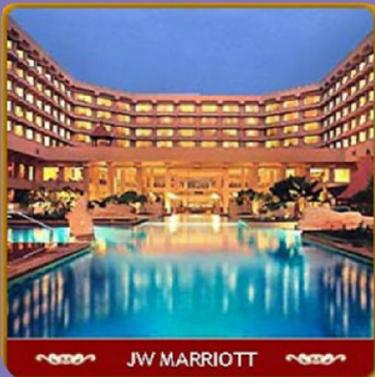


Competency Based Selection and Interviewing Skills



Space limited to the first 40 applicants in each of the workshops

Le Meridian Bangalore – Sept 3rd to 5th 2014
The Claridges, New Delhi – Sept 8th -10th 2014
JW Marriott, Mumbai – Sept 15-17th 2014



Globally Acclaimed Expert on Competency Assessment and Development to conduct Certification Workshop

Dr. Robert Emmerling, a co-author and researcher with Drs. Daniel Goleman, Richard Boyatzis, and Lyle Spencer, will lead this skill-based seminar to certify participants in competency-based interviewing competency modeling.

Competency International, in collaboration with Forum for Emotional Intelligence Learning, Consortium of Corporate Learning and Development, and Princeton Academy, invites you to join us in becoming certified in cutting-edge competency assessment and development methods. The dynamic and interactive sessions will provide you a unique learning opportunity to build your ability to deploy validated techniques to attract, select, and retain star performers and high potential leaders.

- ✓ Significantly improve your ability to superior and star candidates
- ✓ Become proficient in competency-based interviewing techniques to reliably identify key competencies that drive performance
- ✓ Become a member of a global community of certified professionals
- ✓ Understand the process of competency modeling

Additional and Unique Value Proposition

Dr. David McClelland the legendary Professor at Harvard Business School coined the concept of competency. Dr. McClelland, Dr. Richard Boyatzis, and Dr. Lyle Spencer, were pioneers in developing the method of competency based interviewing skills. Dr. Robert Emmerling with Dr. Boyatzis and Dr. Spencer has worked extensively on the methodology of Competency based Interviewing through CII. We are the only institution conducting these open workshops to help Indian Executives and Consultants to learn the method of Critical Incident interviewing for scientific selection of quality people as well as improved assessment and thereafter competency based development of employees for stellar performance

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 coachees 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 Jr. 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 performers 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 interviewee **observed**, paid attention to, sought information about.
- ✓ **What** the interviewee **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

Day 1

Welcome Coffee

Module 1: Introduction to Competencies

- 1.0 Competencies as a Behavioral Approach to EI
- 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 a General Model of Competencies
- 3.1 Defining and Assessing Achievement Competencies
- 3.2 Defining and Assessing Leadership Competencies
- 3.3 Defining and Assessing Managerial Competencies
- 3.4 Defining and Assessing Cognitive and Intrapersonal Competencies

Afternoon Tea

- 3.5 Introduction to Critical Incident Interviewing
- 3.6 What is Codable in an Interview
- 3.7 Session Wrap-up and Review

Day 2

Welcome Coffee

Module 4: Critical Incident Interviewing

- 4.0 Basics of Critical Incident Interviewing
- 4.1 How to Use Thematic Analysis to Code Interview Data

Morning Tea

- 4.3 Expert Demonstration of CII Techniques
- 4.4 Skill Practice – CII

Lunch

- 4.5 Skill Practice – CII (Continued)

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
 - 6.1 Using Q-Sort Survey Methods to Identify Distinguishing Competencies for Multiple Roles
- Afternoon Tea*
- 6.2 Determining the Standard Deviation of Performance
 - 6.3 Identifying Human Factors Underlying Performance
 - 6.4 Cases studies and final session wrap up



CCLD
CORPORATE COLLEGE OF LEADERSHIP DEVELOPMENT



Princeton Academy
Leaders in Executive Education



FEEL

FORUM FOR EMOTIONAL INTELLIGENCE LEARNING



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
- 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.

Biography Dr. Robert Emmerling

Dr. 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, PriceWaterhouseCoopers, LSG Sky Chefs, Brocade Communications, Deutsche Bank, Ameriprise Financial Advisors, TATA Autocomp Systems and Hess Corporation.

Dr. Emmerling is also co-editor of the book *Emotional Intelligence: Theoretical and Cultural Perspectives*, published in 2008 by Nova Science Publishers and is the author of articles published in the *Journal of Management Development*, *Cross Cultural Management: An International Journal*, the *Journal of Career Assessment*, and *Leadership Excellence*. He is a visiting professor of in the Department of People Management and Organisation at ESADE Business School (Ramon Llull University, Barcelona, Spain) and conducts applied research within the Leadership Development Research Centre (GLEAD) also at ESADE. In addition, he is a guest lecturer in the Master Program of Emotional Intelligence in Organizations at the University of Barcelona.

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

Biography Dr. Ashis Sen (Co-Facilitator)

Dr. Ashis Sen is working in a Fortune 500 Company as Head Capability Building and is the Vice Chairman of Forum for Emotional Intelligence Learning. Dr. Sen is the India Coordinator for Society for Organisational Learning (SOL) and one of the first members at Execution Premium Council at Palladium for balanced score card implementation. Dr. Sen has conducted various workshops and delivered talks on Strategy, Balanced Scorecard, Emotional Intelligence, Vision building, Competency assessment and Leadership at various forums including CII, TISS, IIM Lucknow, IIM Kozhikode, RCF, Strategy Management Group at Scope & also at various international forums including BSC forum at IIRME, Dubai, A&M University, Texas, USA, EI Consortium Boston USA etc.

How do I become certified?

1 Attend the 3-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.

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

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

How to Register:

- Fees: Rs. 85,000/- +12.36 % service tax per person
- Please write to contactus.cclcd@gmail.com / Call +91-9167875437 or Dr. Ashish Sen +91-9920434669
- Mention the name of participant, company, and contact details.
- Cheque favouring **Consortium of Corporate Learning and Dev (CCLD)** payable at Mumbai.
- Fees includes lunch, tea, course material etc.

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 Geoff 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