

## A Recipe For Success

Are there times when you knew you could do something better but didn't know how?

Are there times when it would be useful to know what your colleagues think your strengths (and weaknesses!) are?

Are there times when it would be useful to target your personal development on those areas that will really make a difference?

LEO recognises that most people in the workplace want to do a good job and that the better they do, the more personal satisfaction they get. In order for individuals to improve performance, it helps if there is a 'blueprint' of the behaviours critical to the success in that particular role. A tailored Competency Model goes some way in providing this information. (A Competency in this sense is defined as a group of behaviours that creates outstanding performance in a particular role. Additionally, it reflects the company culture.)

Really it's all about being effective at your job. How can you achieve this? We learn in two major ways: by trial and error or by following a recipe. The recipe provides you with a short cut to success. In the same way the Competency Model provides you with a quick and easy means of focusing on those behaviours that will have the best effect on your performance.

Q-OPD International are working closely with LEO Personnel Department and senior managers to create a tailored Competency Model



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and 360 Degree feedback process. Initially this is for the senior manager role. But there are plans to cascade the model down where it will link into other personnel and training initiatives. (Q-OPD has expertise in this process and has been involved in the development of Competencies and 360 Degree Appraisal systems for several companies, including Johnson & Johnson.) Feedback is very important in this process, indeed it has been said that 'feedback is the breakfast of champions'. For example, if you were learning to shoot you would practice your aim by attempting to hit the centre of the target. You'd judge your progress by seeing how close the shots are to the bulls-eye.

In the same way for personal development it's important to have two things: firstly a means of identifying the developmental area which will have maximum impact on your perceived performance. Secondly, a means of

obtaining feedback on the progress.

The 360-Degree Appraisal is based on the Competency Model, and is a process which provides individuals with high quality feedback with which to hone their performance.

How does it work? The feedback is collected by means of a confidential and anonymous questionnaire from up to 10 work colleagues. In this way the feedback comes from people who are in the best position to give it.

Usually, a mix of colleagues and people working for the person being appraised. The results are analysed and the resulting confidential feedback report enables the individual being appraised to identify accurately their strengths and areas for change. These areas are used as the basis for the self-development plan.

The benefit of this process? Individuals can take charge of their own development, increasing their effectiveness and their job satisfaction.

Additionally, many studies show that by aligning employees and focusing them in the same direction creates a 'performance enhancing culture'. This has a significant effect on the company's long term profitability which in turn ensures that the company can retain, develop and reward you!

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