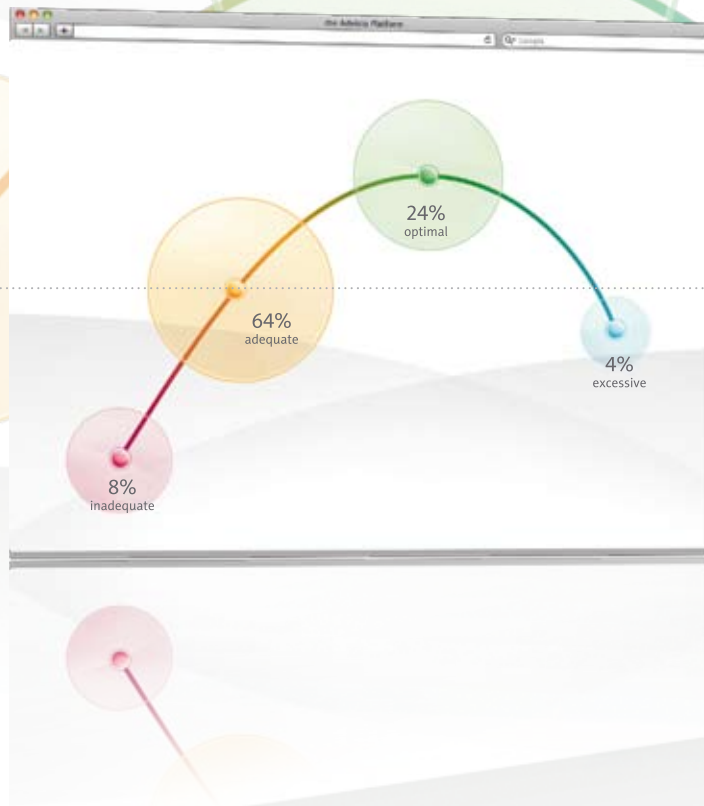
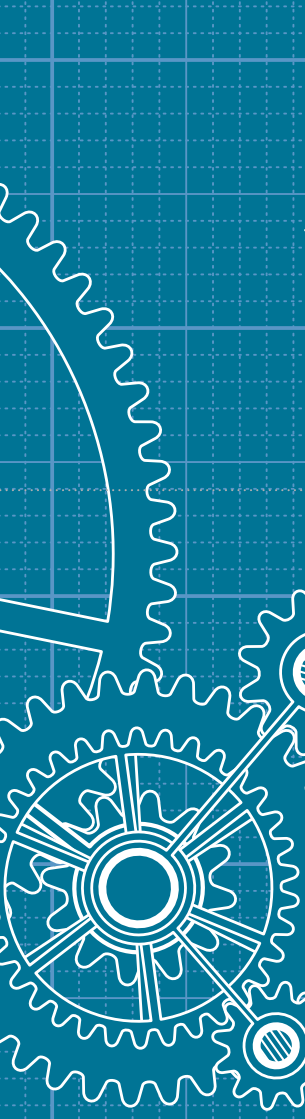




COMPETENCE NAVIGATOR™

COMPETENCES IN AN ORGANIZATION ORGANIZATIONAL DEVELOPMENT TOOL

- EVALUATE HOW WELL COMPETENCES ARE SERVING ORGANIZATIONAL NEEDS
- ENJOY AN EASE OF A STEP-BY-STEP 360° COMPETENCE ASSESSMENT PROCESS
- DEPLOY EFFECTIVE INDIVIDUAL COMPETENCE-BASED COACHING

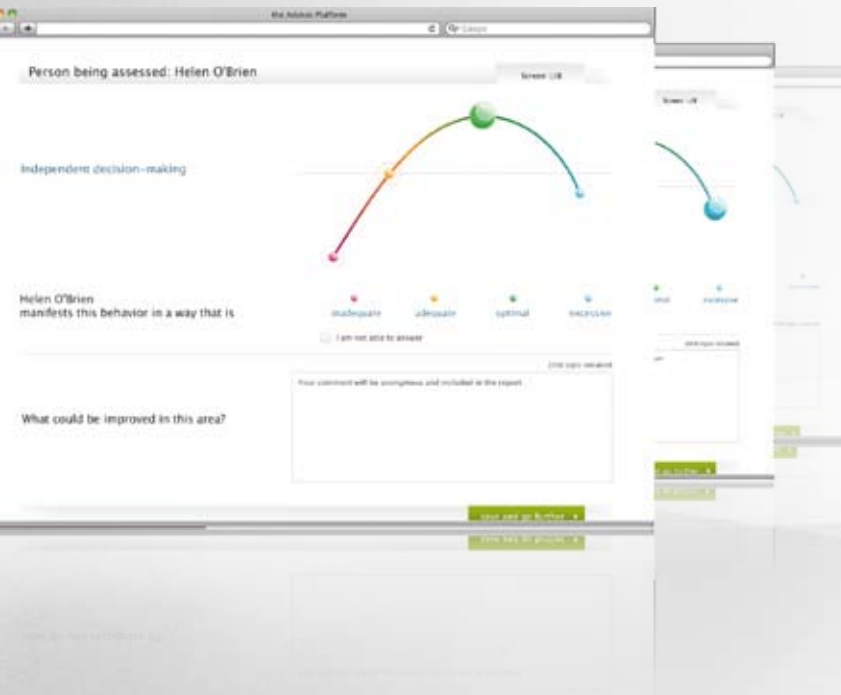


Competences that benefit an organization

Business objectives are achieved because people **undertake tasks** and then see them through to fruition. To effectively carry out these tasks, the people involved **need competences**. Competence is a balanced blend of knowledge and skills, professional experience and the ability to approach a task properly with personal predispositions and individual personality traits. Competence diagnoses conducted using the 360° method examine employee competences using the knowledge distributed throughout an organization.

Competence diagnoses carried out in a school or at a university would be geared toward determining **the level of competence** of each participant. In a commercial context however, competence diagnosis is used for a different objective: to identify **the level of alignment of an employee's competences** with specific tasks critical to meeting and satisfying current, real-world needs of the organization.

Designed in line with up-to-date views on competence in the workplace, **Competence Navigator™** excels at making diagnostic results clear, practical and actionable. Competence Navigator™ spotlights good matches between employee competence and organization needs, reveals critical competence gaps, and even identifies areas where competences actually surpass needs. This knowledge enables a strategy for economically effective development of human potential by suggesting where and in whom an investment in development will yield optimal results.



The way it is, and the way it should be

Competence Navigator™ questionnaires ask supervisors, colleagues and other concerned observers whether or not the employee being diagnosed adequately demonstrates the abilities and behaviors necessary to completing required tasks. By framing the question in this way, the process makes it clear how well suited the competences of a given individual are to the demands of his or her position.

The Advisio Contextual Scale™

Devised, designed and created by Advisio Consulting Methodologies, the **Contextual Scale™** is a core feature of the Competence Navigator™ tool. It provides a platform for communication that assures a consistent supply of clear, precise, actionable feedback. And it assures that the focus remains on the most important objective of the competence diagnosis: determining the level of compatibility of an employee's competences to specific organizational needs.

Competence needed – here and now

To be effective, a cell phone salesman in a Times Square storefront clearly needs a different level of competence in “working under the pressure of time” than one selling high-end smart phones at a posh, up-scale resort. Questions presented on the Contextual Scale™ instantly narrow respondents' attention to focus on the **unique, local demands** of a specific job in a specific situation.

Compatibility counts

The Contextual Scale™ provides a not-so-subtle reminder that **more is not necessarily better**. In business, even enormous talent in an inappropriate setting means wasted energy and potential, and lost time and money. The Contextual Scale™ is invaluable in helping to eliminate the waste and prevent the losses.

Person being assessed: Helen O'Brien

Independent decision-making

Helen O'Brien manifests this behavior in a way that is

What could be improved in this area?

GLOBAL V

Process: 360° Competence Assessment - Management
Project: Yearly competence assessment

Start Participants Licenses Competences Reports Diagnosis End

Assessors Verification Invitations Action Monitoring

ALL COMPETENCES

MONITORING

Person assessed	Progress	3-star received	Invitation sent on
O'Brien Sally-Anne	70%	*	14.01.2009
Teachers Till	0%		14.01.2009
Prepositi Thoma	100%	*	14.01.2009
Verbe Elise	0%		14.01.2009
Schepens Marie	70%	*	14.01.2009
Stankart Alex	70%	*	14.01.2009
Teeters Zoë	100%	*	14.01.2009
Sorvery Milan	0%		14.01.2009
Nobinas Lars	0%		14.01.2009

On this screen you can monitor how the questionnaires are being filled in by the people participating in the ...

On this screen you can monitor how the questionnaires are being filled in by the people participating in the ...

COMPETENCE DIAGNOSIS
es department - Barcelona



A process that runs itself

Traditional competence management systems, while becoming somewhat more sophisticated over the past few decades, remained complex, costly, labor-intensive and time-consuming. Thankfully, they are becoming a thing of the past.

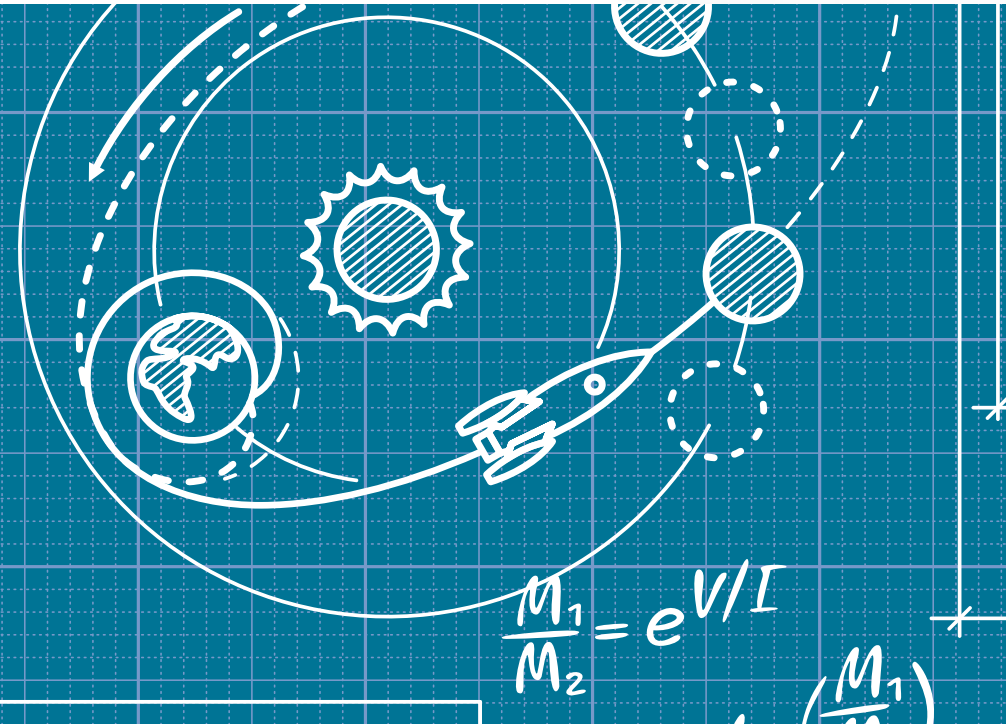
The new generation of competence diagnosis methodologies are based on cloud computing internet technology, and the tools that drive them are **light, intuitive and virtually transparent**. The technology and the tools do the work, freeing users from the mechanics of the process to focus on the benefits.

Competence Navigator™ makes deploying and controlling the diagnosis process as easy as buying an airline ticket online. The online tool **takes the project team** and participants **step by step** through every stage: from importing participants' data, identifying and prioritizing the relationships between them and adapting the competence model, through automated online participant polling, monitoring the diagnostic process and automatically generating clear, actionable reports of the findings.

Competence Navigator™ was created on the theory that good technology should be like a good movie **soundtrack**: Unseen and never calling attention to itself, yet “shaping” the understanding of the story, highlighting and intensifying the most important parts and keeping attention riveted to what is happening on the screen.

The pleasure of managing the process

Competence Navigator™ takes the consultant and project team step-by-step through every stage of the diagnosis process – from assessment, to evaluation, to the implementation of effective, competence-oriented coaching.



Get up and running in minutes

Configuration of the Competence Navigator™ tool and launching the diagnosis process is fully automated – it literally takes only moments.

Competence Navigator™ remembers, so you don't have to

You don't need to remember how the competence diagnosis is performed, or even where you are in the process at any given time. As each stage is completed, Competence Navigator™ moves you forward with a simple "next-steps" action plan. You can conduct dozens of projects simultaneously with no risk of confusion.

Everyone is always up to date

With the whole process on line, your real world is reproduced in a virtual world where the entire project team can work together with no need for in-person meetings or physical proximity. Competence Navigator™ looks after the team's communication, documentation and information exchange like a good project manager.

One, 21 or even 1001 competences...

The Competence Navigator™ puts no limitations on the size of the competence model used in the diagnosis. The tool offers a standard model. You can use it, modify it in any way you wish, or replace it entirely with a different one.

Precision design or arbitrary arrangement

Competence Navigator™ allows for the random placement of questions in questionnaires or, in circumstances where the order in which specific questions are presented is important, the entire questionnaire can be designed precisely.

Important voices

It's not only superiors, colleagues and subordinates that know a lot about an employee's competences. Important insights, valuable information and a wider range of informed opinions can be obtained by inviting internal and external clients, partners and suppliers to join in the diagnosis process.

A lot of observers

The more opinions gathered regarding an individual's effectiveness of work, the more substantial the evaluation will be, and the more impactful the feedback will be on the person being evaluated. Competence Navigator™ places no limitations on the number of people responding to individual assessment questionnaires. A managing director could even be evaluated by all of the firm's employees, suppliers, partners and clients!

Freedom of choice

Depending on the context and specific objective of the competence diagnosis, you can enable respondents to add anonymous comments, or even choose not to respond at all. Competence Navigator™ puts these decisions in your hands completely.

A common language between systems

Competence Navigator™ communicates well with other IT systems containing data needed for diagnoses. All vital information can be imported and exported safely as Microsoft Excel files.

Connection security

The Competence Navigator™ tool secures and protects processed data the same way electronic banking systems safeguard access to financial information, using strong data encryption and a secure internet connection.

Good relations, right from the start

E-mail invitations to participate in the diagnosis can be an effective element in a broader policy for provision of information within the organization. Competence Navigator™ allows you to choose the wording of invitations, and to choose the timing of their distribution so that the announcement itself helps strengthen the project team's positive relations with diagnosis participants.

Progress reports and polite reminders

Competence Navigator™ keeps the project team informed throughout the diagnosis process. The consultant managing the process sees the progress in detail as questionnaire responses are received. Other members of the project team are notified when 25, 50, 75 and 100% of expected responses are received. Should any respondents fail to complete the questionnaire by the specified "respond by" date, Competence Navigator™ sends a discrete reminder politely requesting their response as soon as possible.

The pleasure of taking part in the diagnosis

Competence Navigator™ questionnaires are uniquely flexible, designed to be as customizable as an organization's structure and objectives demand. But within that flexibility, they are designed – and proven – to capture the attention and involve all of the diagnosis participants.

The screenshot shows a questionnaire interface. At the top, the title 'Independent decision-making' is displayed. Below it, a horizontal line is marked with a green dot at the right end. A curved line with a color gradient from red to green to blue arches over this line, ending in a green dot. Below the arch, four colored dots are labeled: 'inadequate' (red), 'adequate' (yellow), 'optimal' (green), and 'excessive' (blue). A checkbox labeled 'I am not able to answer' is positioned below the 'adequate' label. The text 'Helen O'Brien manifests this behavior in a way that is' is followed by a large text input field containing the text 'Your comment will be anonymous and included in the report'. Below the input field, the text 'What could be improved in this area?' is visible.

Natural communication

The structure of the Contextual Scale™ makes completing questionnaires in Competence Navigator™ simple and stress-free. Supervisors, employees and other respondents find giving candid answers as natural as having an informal chat over coffee. The wording is unpretentious, the language understandable and meanings clear. And the process proves that powerful can also be pleasant. Many users have remarked that Competence Navigator™ questionnaires are the nicest and most user-friendly they've ever been asked to fill in.

Open, but specific

Open questions mean that there are no limits to what can be said – opinions can be expressed fully, reasoning can be explained, and specific observations, impressions and interpretations can be included. And because Competence Navigator™ questionnaires allow specific, open coaching questions to be chosen that suit the context precisely, a great deal of valuable feedback is exchanged freely and naturally among participants.

Auto-coaching by self evaluation

A key element built into the Competence Navigator™ process is employees' evaluation of themselves with respect to the competences being evaluated. The moment of introspection needed for self-assessment helps to fortify participants' resolve in developing self-leadership roles, independently managing their own development and sharpening competences.

A refresher course in the organization's mission

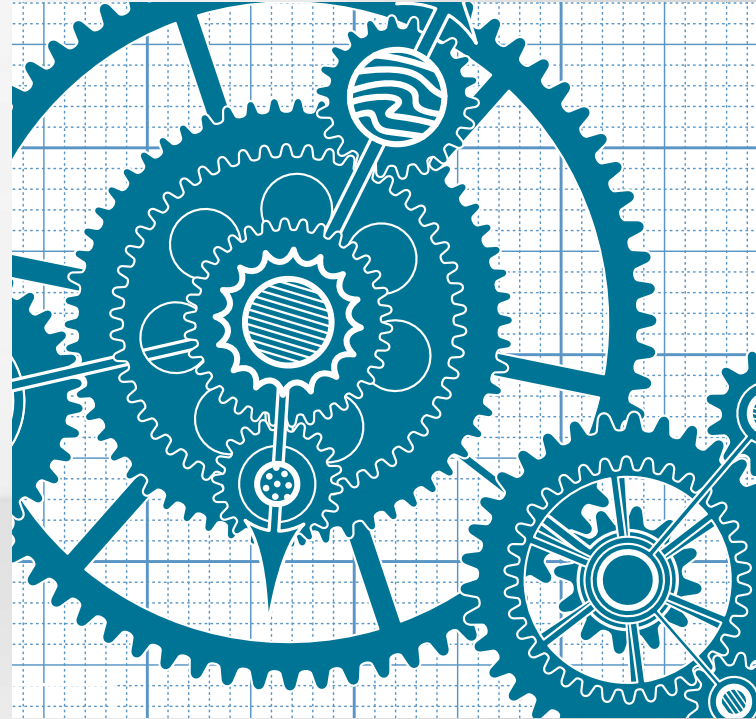
Many HR directors have come to appreciate a powerful "side effect" of broad participation in the Competence Navigator™ process. That is, the very act of considering and answering the diagnosis questions tends to refresh and ingrain awareness of the corporate values that an organization promotes among its employees. And because both sides of the process – evaluating and being evaluated – are interesting for participants, everyone thinks about and internalizes positive behaviors and approaches that support organization-wide success.

In the managing director's chair

By providing answers on the Contextual Scale™, respondents have the opportunity to sit for a while in the managing director's seat. It's a chance to look at the competences of an individual employee from the perspective of the organization's needs – the precise point of view that is reflected in the responses on the scale.

A process that respects your schedule

Because the Competence Navigator™ diagnosis is performed online, participants are free to choose when to spend a few minutes completing the questionnaire. Each respondent gains access to a questionnaire via a secure, coded internet connection by clicking a unique link provided in his or her invitation email. Participants who, for whatever reason, must stop before completing the diagnosis can simply log out, then use the same link to return at a later time to where they left off. The questionnaire does not take long to fill out, but it does require a few minutes of concentration and consideration.





12. ADVISIO Consulting Methodologies The new generation of organizational development tools

A smooth move from diagnosis to coaching

The competence diagnosis is the starting point for action.

While Competence Navigator™ is a superb tool for gathering highly accurate, highly specific information, its true objective is much larger: **to map out and initiate processes** for optimizing the organization's human potential. To do so, Competence Navigator™ seeks out positive answers to three fundamental questions:

Do you know what the findings mean?

Do you know what to do next?

Most importantly: will these measures have a major impact on achievement of the organization's goals?

The task of Competence Navigator™ reports is to define and “fire up” processes that will increase the competence adaptability of individuals, and the organization itself.

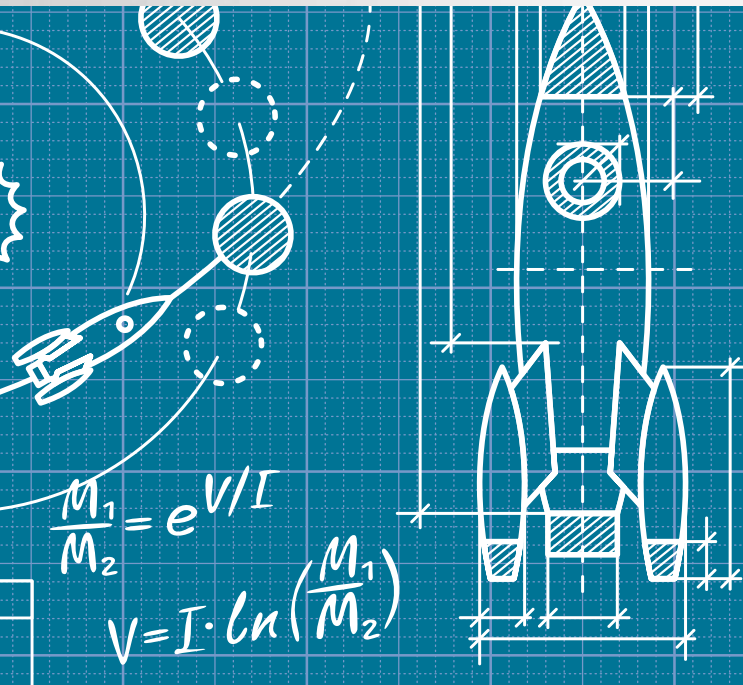
Group reports provide practical data that is vital for competence management tailored to the organization's current and real needs and interests.

Individual reports are designed to arouse the interest and curiosity of employees, while mitigating their resistance to change, by using development process logic: inspire, release the energy for change, and motivate.

The Competence Navigator™ asks diagnosis process participants not only “how is it?”, but also “how should it be?” to be optimal. Diagnosis constructed in this way becomes an internal dialogue, a kind of organization-wide auto-coaching **in the direction of greater and greater effectiveness.**

Practical management of development:

Competence Navigator™ Group Reports

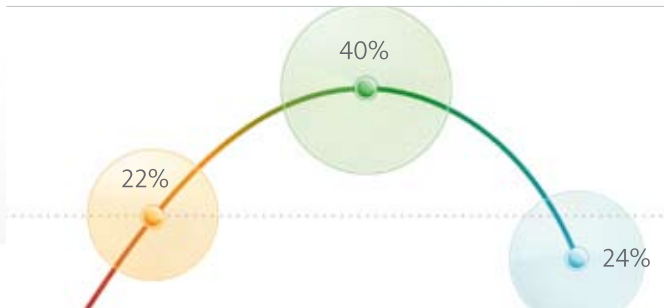


Management information in a nutshell

The process won't bury you in paper. There are no massive volumes of reports to overwhelm decision-makers. Instead, Competence Navigator™ distills the most important information into concise, understandable, highly usable group reports, with the most important points spotlighted in graphic form on a single page.

No limit on the number of group reports

Competence Navigator™ is designed to guide the assessment, evaluation and follow-up coaching for competences within virtually any organizational structure. The tool places no limitations on the number or make-up of group reports, so it's possible to view as many structural cross-sections as necessary – including in-project, sub-group, parent and network organizations – to compose a complete analytical picture.

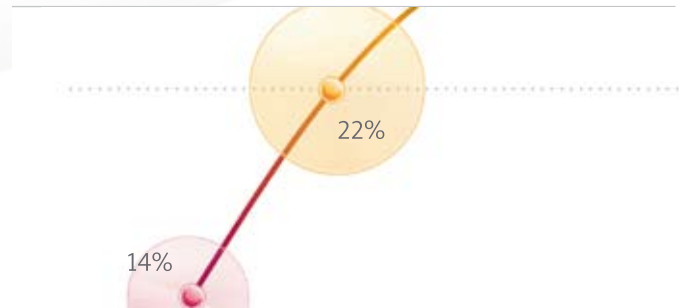


Information ecology

From the commercial point of view, the only good information is relevant information. The same is true from the efficiency perspective. Irrelevant, unnecessary information litters the organizational environment no less than the wasted toner and paper used to print it. Competence Navigator™ reports have been designed to be “green” – with an organizations’ information ecology in mind.

Finding the holes in the competence landscape

Not surprisingly, for those responsible for human resource development in the firm, one indicator stands out above all the others in Competence Navigator™ reports: the red-flagging of critical gaps in competence in the diagnosed group of employees. Even a single instance of inadequate ability or behavior can point to an area in need of immediate attention.



Warnings to prevent wasted time and money

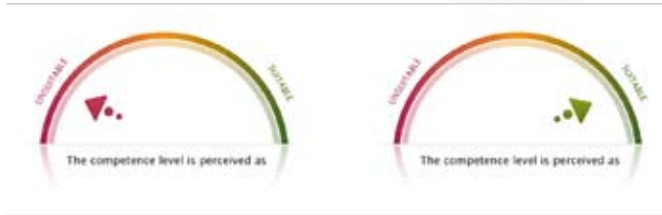
While it’s clear to most organizations that neglecting the development of human potential wastes valuable resources, it’s also possible to go too far. Competence Navigator™ evaluations and reports help avoid over-investment, protecting against the expense of unnecessary development measures.

Highlighting differences in perspectives

Numerical averaging of answers can kill important information. Competence Navigator™ reports present evaluation findings in a visual, “sensory” way that facilitates not only a strictly statistical interpretation, but also invites moderating through imagination and intuition. It assures that managers – and those being diagnosed – can recognize and consider differences in opinion that arise from varying needs and points of view.

Inspiring to self-leadership

Competence Navigator™ Individual Reports.



Straightforward and understandable

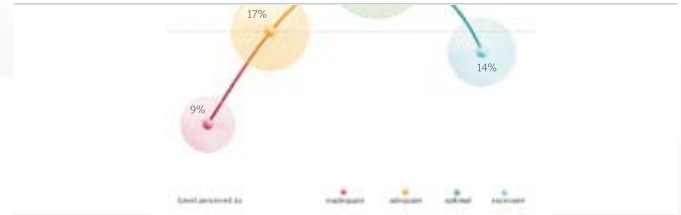
Competence Navigator™ reports are exceptionally easy to read and interpret thanks largely to the clear, graphic presentation of diagnosis findings. Before going into greater detail, the individual report even includes a graphic diagram of collated data that can provide a quick, general sense of the overall tendency in responses relating to the diagnosed person.

The picture from various perspectives

Respondents' opinions of the competences of the person being diagnosed differ significantly. When reviewing one's own individual report, a participant in the diagnosis gets a picture of his/her own competences as seen from four different points of view: that of superiors, of subordinates, of co-workers, and of partners and clients.

The view from without meets the view from within

Each competence presented in the report is presented from the point of view of those working with the diagnosed employee and compared to that employee's self evaluation. Comparing – or, sometimes, contrasting – these two pictures is a vital element in raising self-awareness and developing self-leadership of participants in the process.



Real feedback – no clichés or labels

Competence Navigator™ provides feedback in an inclusive and encouraging way – opening doors, rather than slamming them closed. An important objective and key feature of the individual reports is to mitigate resistance to change. The reports avoid definitive judgments, labels and potentially harmful stereotyping.

Anonymous comments

Thanks to open-ended questions and the anonymity of respondents, Competence Navigator™ enables those being evaluated to obtain a great deal of constructive feedback. This feedback is presented in a meaningful context in individual reports, with quoted material directly associated with the scale to which it relates.

List of weaknesses and strengths

Every individual's report includes a list of his or her strengths and weaknesses, drawn up on the basis of the points made most frequently by people working with that person.

Areas of excellence

Those competences which the people working with the diagnosed person assess as ideal or adequate are pointed out as areas of excellence (or potential for excellence).

Critical competence gaps

If a majority of respondent opinions point to specific areas in which the diagnosed employee displays inadequate competence, those areas are presented in the report as critical gaps.

Areas of risk

The report also flags those competences that significant numbers of co-workers and associates suggest an employee displays excessively. These areas warrant further attention in terms of both their cost (spending too much time or resources on relatively unimportant issues) and the possibility that they are a result of inadequacies in other areas.

Blind spots

Competences for which an employee's self-evaluation is considerably better than the evaluation given by others are also areas of concern. Competence Navigator™ reports these as “blind spots”.

Double and opposite

In the Competence Navigator™ individual report, the employee being diagnosed will usually find the names of two co-workers who represent his or her “competence double” and “competence opposite”. By observing the performance, attitudes and behavior of the double and the opposite, the employee has a unique opportunity to learn more about his or her own competence-related behaviors.

Coaching questions

Individual sections of the report are accompanied by coaching questions tailored to the diagnosis results. This feature of the report, requiring a degree of introspection and self-examination, helps fortify participants' self-leadership abilities and confidence, motivating and encouraging them toward independently managing their own resources and development.

And a personal development plan...to go

A final section, in addition to summarizing the entire report, include the necessary information and guidance to create and save an individual development plan based precisely on results of the competence diagnosis. The plan may be drawn up independently by the participant, or it can be created jointly with a superior or coach.



One competence diagnosis, many prescriptions for progress

A high quality competence diagnosis of employees is, at the same time, a means of gathering information used to manage human potential, and a tool that has a systemic impact on the development of people and organizations.

Here are a few of the most common ‘real world’ applications of competence diagnoses conducted using the [Competence Navigator™](#) tool.



Use of the Competence Navigator™ methodology and tool

Deployment and use of the **Competence Navigator™** methodology and tool is strictly limited to consultants certified by Advisio Consulting Methodologies.

Authorized Advisio partners using this proprietary tool in consultancy work display the “**Consultants of the Future**” logo – a distinction reserved for training and consulting firms that apply Advisio methodologies and tools to give clients a distinct competitive edge in the 21st century economy.

