

Stakeholder (360) Degree Profiling



Assessing
current
competencies
and identifying
development
opportunities



The Pentacle Approach

In the New World roles and jobs are continually changing so at Pentacle our approach is based on an ability to rapidly set-up and modify profiling for individuals.

This is achieved through two capabilities:

- A flexible, easily accessible software platform which can be quickly and cheaply set up and customised.

Pentacle has developed a secure and robust tool called **socratiz**[™]. Screen Shots of input and results screens are attached at the end of this section

- A framework for profiling which relates to the competencies and actual behaviour and performance of individuals and an assessment of how important the competence or behaviour is to success in the role. Competencies are a shorthand, practical behavioural way of understanding how best to match the organisation's needs to the individuals' capability and potential. There is no explicit link between seniority and a higher level of competency being required in all of the competencies.

Stakeholder (360) Profiling Execution Process

In this project we would set up the profiling tool **socratiz™** so that the results of the profiling relate directly to the development program

There are two options for setting up the profiling framework

1. Pentacle Standard
2. Customised Profile

Pentacle Standard

Stage	Outcome
Select Pentacle standard competence profiles for topics covered in the development program	Agreed profiling competencies
Invite Stakeholder (360) participants	Clarity of purpose
Gather and analyse profiling results	Database for the Home Office
Create Personal Training and Development recommendation (Telephone discussion as necessary)d	Development plan
Arrange face-to-face feedback session (optional)	Clarification

Customised Profile

The competence framework can be completely customised for an individual organisation through developing an understanding of job groups, interviews with line managers and a review of departmental goals and purpose. An individual competency profile will result that reflects the current level of competency of the individual against the competencies required of the role.

Developing an appropriate set of competencies

Pentacle Method	Traditional method
<ul style="list-style-type: none"> • Review current drivers for change and highlight competence requirements 	<ul style="list-style-type: none"> • Review jobs and roles
<ul style="list-style-type: none"> • Ensure that there is a business benefit to the development of the competencies 	<ul style="list-style-type: none"> • Review business goals
<ul style="list-style-type: none"> • Review Strategic or future requirements for competencies 	<ul style="list-style-type: none"> • Produce competence framework
<ul style="list-style-type: none"> • Checklist identified competencies against list of competencies which Pentacle has identified are generic for effectiveness in a fast changing complex world 	<ul style="list-style-type: none"> • Roll out framework
<ul style="list-style-type: none"> • Produce competence framework • Involve managers in the roll out process 	
<ul style="list-style-type: none"> • Translate the framework into an electronic tool which can be used for reference, guidance, planning, performance assessment (Stakeholder (360) degree) 	
<ul style="list-style-type: none"> • Plan how best to integrate competencies into the reward and recognition process. To avoid people 	

becoming distracted by demonstrating the competencies rather than delivering the business results	
<ul style="list-style-type: none"> • Provide training to fill the gaps 	<ul style="list-style-type: none"> • Provide training to fill the gaps

Typical profile

There are two aspects of the profiles which will be developed:

- Type of competence
- Level of competence

Type of competence

Type	Descriptors	Demonstrators	Behaviours	Level	Plans
Making Change Work					
Leading Others to Success					
Breakthrough to Excellence					

Level of competence- _Levels are cumulative

Cumulative Level	Level 1	Level 2	Level 3	Level 4
	<ul style="list-style-type: none"> • Has the basic knowledge required for own role • Is learning various aspects of this competency and may require regular support to perform effectively • Would seek guidance from experts on a regular basis 	<ul style="list-style-type: none"> • Has a good level of knowledge and applies it regularly in own role • May require support to apply competency in difficult or ambiguous situations • Would demonstrate confidence in own ability in this area 	<ul style="list-style-type: none"> • This is an area where there is a real depth of individual knowledge and ability • Is able to coach others in this competency • Co-ordinates and leads the activity of others in this area 	<ul style="list-style-type: none"> • Recognised as a specialist or expert in this area • Operates at a level of best practice and works to enhance existing standards • Is able to create an environment within the organisation within which others can develop this competency

Profile feedback

Face to face/ Telephone feedback will be available on demand