

**Presentation**  
**On Beyond Emotional Intelligence,**  
**Spiritual Intelligence &**  
**Enhancement of Professional**  
**Competencies.**

*By*

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*Legal & Management Consultant,*  
*Bangalore.*

# Enhance Your Personality

## Bhagavad G      



The Self controlled person keeps awake during the time which is the night to all beings; that time during which all beings keep awake is the night for the conscious sage.



dreamstime.com

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**"Humbleness is at the root of self control."**  
~ Chanakya



You have the strength of  
Self-Control

*Compiled by: K.Vittala Rao.*

Self – Discovery: Perception + Interpretation = Your Reality.

There is not truth, only perception -----Flaubert



## ***The relationship between the BRAIN & BODY***



**REALITY** IS HOW WE PERCEIVE IN THE BRAIN AND **INTERPRET** WITH OUR PRACTICAL SITUATIONS.

*Once we realize our perceptions lack objectivity and are our brain's best attempt at navigating its own surroundings and internal conditions, we learn our interpretations are reality is just that and is not as solid as real.....*

**Can we not strongly interpret the “perceptions” which frequently flashes in our brain  
???**

Source: Beyond Emotional Intelligence.  
By: Michele Nevarez

**Compiled: K.Vittala Rao.**



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*Once you start working on something, don't be afraid of failures and don't abandon it. Because people who work sincerely are the happiest.*  
--Chanakya

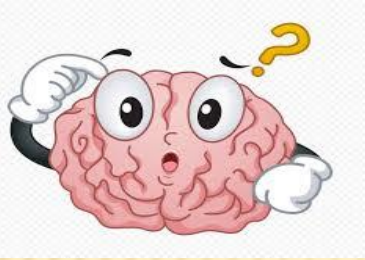


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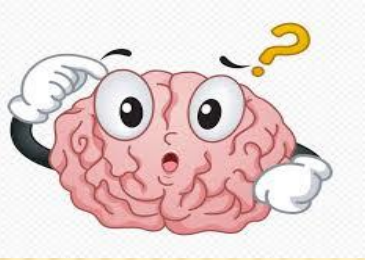
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**ENHANCE YOUR PERSONALITY**

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**ENHANCE YOUR PERSONALITY**

# ENHANCE YOUR PERSONALITY

## Self-Discovery:: 4::What Do We Have Influence Over?

In Yourself right now is all the place you've got  
*Flannery O'Connor*



- 1. Do we fail to recognize and consistently act upon what we do have influence over?*
- 2. Don't we know how to access our own awareness or personal agency?*
- 3. Intellectually we have the possibility to influence various aspects of our life but, do we not practice?*



**The senses are said to be superior to the physical body; mind is superior to the senses and the intelligence is superior to the mind; but the one superior even to the intelligence is he.[soul]**

**One of the biggest roadblocks to spiritual advancement that may delude our intelligence and lead us down the path of darkness and unconsciousness. That roadblock is the material desire of varying degrees. It is the desire that drives us to do things for the sake of material gain rather than out of devotion to our master, the God**

***Chap.3 Text 42/43 Bhagavad Gita***



# ENHANCE YOUR PERSONALITY

## Self-Discovery: What are we Building Evidence For?

No man who thinks ill, will hear the truth despite a hundred signs.

*Rumi*



*“I am happy and satisfied”, complacency, develops strong belief/bias in oneself. He gathers, his own perceptions & beliefs, based on his past experience. Thus builds his own evidences*

*But, when he encounter others who do not believe or adopts Complacency but continue to enhance their capabilities, then if he starts questioning himself, on a frequent and concerted mind, namely, out of Self-reflection, “What am I building evidence for”? Some of the past experience/bias could, either created obstacles or could unfreeze from confines of his own belief/bias.*

*No one can help except “Self – realization”.*

*“Is it true”? Is it really true”? Who would I be without that thought?”*

*Complacency pulls a curtain for learning, up skilling, technical and soft skill learning abilities.*

Source: *Beyond Emotional Intelligence.*

By: Michele Nevarez

Compiled: K.Vittala Rao.



# How to continue to stay as “Leader”???



“Control over the senses” should be secured by giving up *lust (Kaam), anger (Krodha), greed (Labha), pride (Mana), arrogance (Madh) and overexcitement (Harsha).....says Chanakya.*

**LUST (Kaam )**, the deep hunger, a negative behavior, to be avoided.

**ARROGANCE ( Madh)**, will take the credit, but failures blames others. Share the results with everyone



**ANGER (Krodha)**, always maintain cool head is very essential. Control oneself

**PRIDE (Mana)**, a feeling “ I am the doer” to be avoided. Success because of Team Work. Egoistic Leader will lose the Team Members.

**OVER-EXCITEMENT ( Harsha).**  
Should never get excited. Expression of extreme happiness or sadness to be avoided.  
One must have a balanced mind.

**GREED ( Labha )**, a negative behaviour to be avoided. One should be dynamic, do not carried away by purely material gains. But focus on social and spiritual contributions

**“Private Victory leads to Public victory”**  
---Stephen Convey

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# ENHANCE YOUR PERSONALITY

## Psychological Safety : Challenge To HR

**Means** Warmth, affection, mutual trust & cooperation, transparency, high morale, passion for work, conflict resolution, dedication to work, humbleness, innovative, learning, no fear or anxiety amongst all, thus establishing **WORK ETHICS & WORK CULTURE.**



### Each leaf:

- ❖ Mutual Warmth.
- ❖ Mutual support
- ❖ Team Spirit
- ❖ Devotion to its functions.
- ❖ Affectionate service to all.
- ❖ Respect and prayer by all.

### The Peepal Tree.

- ❖ Most sacred by religious beliefs.
- ❖ People have immense faith & Worship.
- ❖ Each leaf carries warmth, faith, respect.
- ❖ This is the only Tree emits oxygen for 24 hours for life of animal.
- ❖ Each organism takes oxygen and releases carbon dioxide.
- ❖ Its shade gives warmth heat in winter and coolness in summer.
- ❖ Each leaf carries all significance and grows into a TREE.

### Peepal Tree

Any Organization is a TREE.

Every Family is a TREE.

Every Employee and every member of family is a leaf of the TREE.

**Obviously, the challenge is to create and sustain on a continual basis – Positive Work Culture.  
Move towards Healthy Human Relations amongst all people.**

Strategy: **EMOTIONAL RELATIONSHIP  
AMONGST ALL**

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## ***Psychological Safety:: Challenge to HR.***

**Means:** Healthy Relations amongst all people, no fear or anxiety, no threat, warmth, help each other, guide & monitoring, hard and sincere work with high discipline, conflict resolutions, innovative, learning & up skilling, high morale, amongst all, thus **POSITIVE WORK CULTURE & WORK ETHICS.**

### **PEEPAL TREE.**

- ❖ Most sacred & worshipped by religious belief.
- ❖ Each leaf carries warmth & deserves worship.
- ❖ Only tree which emits oxygen all through.
- ❖ Shade gives warmth & shelter to one & all.
- ❖ Each leaf gives warmth and strengthens the Tree.

### **EACH LEAF.**

- ❖ Mutual Warmth.
- ❖ Signifies mutual support.
- ❖ Devoted to its functions.
- ❖ Demonstrates affections.
- ❖ Deserves respects and worship.

Obviously the challenge is to bring in **POSITIVE WORK ETHICS & WORK CULTURE .....**Healthy Human Relations amongst all  
Build in **EMOTIONAL RELATIONSHIP.....RESULTS IN PSYCHOLOGICAL SAFETY!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!**



### **PEEPAL TREE**

**Any Organization and any Family is a TREE.**



**Any person in an Organization and any member of a Family is a LEAF.**

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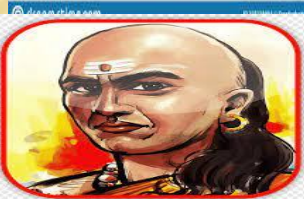
## Conflict Resolution – A tool for Healthy Relations..

“Conflict” is all pervasive in nature and organizations are not untouched with it. In fact wherever there are people, there always will be conflict. conflict of one person with another person, in which can be included conflicts of groups, communities and nations, because all these are nothing but personalities and individualities associating and clashing – **Bhagavadgeeta & Chanakya**



- ❖ Social collaboration,
- ❖ Individual self-control,
- ❖ Universal interrelatedness, and
- ❖ Absolute Oneness.

**Bhagvadgeeta tells us.**



**SAAM NITI**  
(PERSUASION)

Sanskrit word „Samadhaan” or „Patience”. When disagreements arrive, and are unsettled, conflicts grow. Identifying and allaying disagreements is essential

**DAAM NITI**  
(BENEFITS)

Sanskrit Daam means “taming”. To ensure that patience isn’t mistaken for weakness, one must show strengths (non-masculine) discreetly called Daam

**DANDA NITI**  
(PUNISHMENT)

Sometimes “SAAM & DAAM” do not work. Both do not understood the mindset each other , conflict remains unresolved. Then show of strength- a threat of punishment could work. OR display of strength.

**BHEDA NITI**  
(Difference)

Means “ Difference”. Adopt diplomacy , after all three tools, and parting is the last, which must be inevitable

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**ENHANCE YOUR COMPETENCY .  
HR CHALLENGES IN THE ERA OF AI & DIGITALISATION .**



**Beyond Emotional Intelligence.  
SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---1**

**IQ:** Sorting people with degrees  
of INTELLIGENCE

**EQ :** The person's self-awareness, feeling of  
empathy , capability to be sensitive to others  
feelings.

**Now, in the era of digitalization & AI, outputs, results & returns are totally based on these tools. They have no “THINKING”. “THINKING” only by Humans. In all the academics, we are not taught on “THINKING”. Here where, SQ : “THINKING” starts.  
“Imagination is more important than knowledge”**

**In todays growing competitive world. Retention of employees, deep understanding of employees, their values & understanding which needs to be aligned with Organizational Objectives. Manager to play multiple roles, a guide, mentor, psychologist & even a spiritual healer. Role of Manager – Leader is extremely essential & demanding**

**Spiritual Quotient (SQ) ::: Is beyond IQ & EQ.  
Spiritual Quotient , a combination of IQ & EQ.  
What is SQ ? We will discuss in this series.**

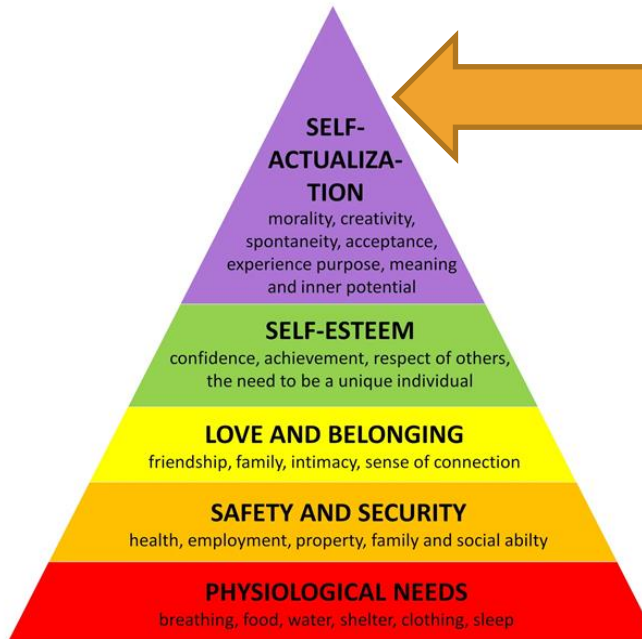
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**ENHANCE YOUR COMPETENCY .  
HR CHALLENGES IN THE ERA OF AI & DIGITALISATION .**

**Beyond Emotional Intelligence.  
SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---2**



**What is SPIRITUAL QUOTIENT ???**



**All of us very well aware of Maslow's Theory  
of hierarchy of needs - a model for  
understanding the motivations for human  
behavior**

**UPPER MOST OF THIS PYRAMID, SELF-ACTUALISATION is  
nothing but, SPIRITUAL QUOTIENT.  
*Desire to become the most that one can be.***

**Let us question ourselves:**

- 1. Who am I ??**
- 2. What am I meant to do in this world?**
- 3. What is the purpose of my creation??**
- 4. Do I have a desire to attain highest in all respects of my life ?**
- 5. Do I have a desire to enhance the personalities of people who I come across everyday ??**

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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

***Beyond Emotional Intelligence.***

***SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---3***



***Maslow's Hierarchy And Bhagavad Gita***

**Self-  
Actualization**

Upper pyramid of Maslow's , which we depict as Spiritual Quotient, let us see what **Bhagavad Gita** has already depicted.

StithprajnyaPurusha in Bhagavad Gita: A person who has distanced himself from the objects of please and enjoyment but the taste for such things remains inside one's self. But even this taste deceases as his submission to the ultimate consciousness increases

In chapter 5 verse 18: A man who has learnt the ultimate truth of knowledge sees everything around him as equal. He sees "Consciousness" inside everything which is also present inside him.

Self-Actualized person prioritize and enjoy the journey, not expect result : In chapter 2 verse 47: One is entitled only to do the task and should never expect back the results. If some one starts expectations to build upon for his work this may lead to disappointment if he fails to achieve the desired target

Self-actualized people have purpose, grateful and humble: Chapter 13 verse 8 to 12:: He who embraces tolerance, non-violence and who is always simple and humble with all by approaching the spiritual master by distancing himself from the state of false ego and staying positive through elimination of ignorance, by serving the attachment of materialistic world is the real seeking of knowledge.

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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

***Beyond Emotional Intelligence.***

***SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---4***

In this Era of fast moving AI & DIGITALISATION why “Spiritual Quotient” is essential for HR in particular, but also everyone????

**CHANGE MANAGEMENT**

**Can AI Surpass Supreme Intelligence ???**

1. AI leverages computers and machines to mimic problem-solving and decision making capabilities.
2. AI cannot develop “emotional relations” between humans. No Human Relations, empathy, mutual help, feelings, etc.
3. AI is like a crutch, providing information at the press of a button. AI may begin to evolve according to its own tuning. It reduces power to think deeply and explore innovative by an individual.
4. AI cannot taste the joy of anyone.
5. No concerns and compassioning its reactions.

**Here where , the challenge of HR , how to encounter the inevitable repercussions.**

1. Use it as a servant, an assistant, & not allow to be your master.
2. Use it a time saving unit, stop forgetting our own mental and physical faculties.
3. Continue the drive to enhance mental abilities, develop the personalities of individuals, research , innovations.
4. Continue to enhance emotional relations , team and dedicated work
5. Do not allow the AI to overtake human sensitive development of the inheritant abilities of innovations.
6. Enhancing the efficiency and shaping the future workforce.

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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

**Beyond Emotional Intelligence.**

**SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---5**



Important step in this direction is **“Awareness.....Self-Awareness”**

We conduct Training on “LEADERSHIP – ESSENTIAL QUALITIES OF A LEADER”.

We propagate the essentialities of a LEADER and preach, teach & motivate any Manager to inculcate the qualities to all Team Members.



**As an individual, how far are we practicing & demonstrating the Qualities by ourselves??.**

**Preaching & Practicing plays an important & critical role**

**Look at ourselves –standing in front of a mirror, have we ever assessed ourselves???**

**If a preacher himself clearly adopts, practice & demonstrates and reflects “TRUE LEADERSHIP”, the onlookers, coaches, mentees get enthused to adopt & practice.**

**Leads to positive ethical culture.**

***In today's, universally growing competitive, AI & Digitalization, deep understanding of employees, their values which needs to be aligned with Organizational Objectives. Leader to play multiple roles, guide, mentor, psychologist & even a spiritual healer !!!***

**Work Culture / Work Ethics**

**Empathy / Mentorship**

**Humbleness**

**Equity & Justice**

**Transparency.**



***Can we have a look at the gains out of Spiritual Quotient/ Intelligence ????***



1. Create a sense of identity
  2. The purpose of life is understood and is aligned with the practical aspects of life
  3. Makes **one responsible** towards his/her work
  4. Makes one **tolerant and adaptable** to the surroundings, be it workplace or home
- 
5. The events of life are acceptable in every form and taken to be a vital part for the growth and development.
  6. **Ego** takes a back seat while empathy and compassion rule the acts and decisions of everyday.
  7. **Stay calm and focused**, especially during the stressful times of life.
  8. **Development of hidden talents** and qualities & Allows a person to be happy despite the societal limitations and obligations
  9. Helps in reducing **stress and anxiety**

**ENHANCE YOUR COMPETENCY .**

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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

**Beyond Emotional Intelligence.**

**SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---7**



***A shift from present Paradigm to New Paradigm !!!!!!!!!!!!!!!***

Present Paradigm	New Paradigm
Economic value of prime importance	Spiritual Value of prime importance
Work is transactional	Work is transformational
Scarcity Mindset	Abundance Mindset
Product, service & profit based	Values, principles & people based
Organization as functions	Organizations as community
Fear Based	Joy based
Power struggle	Empowerment
Welfare of few	Collective Welfare
One Leader organization	Leaderful organization
External Motivation	Intrinsic Motivation
Rigid boundaries	Flowing connectedness

**Don't we all agree that in this Era of AI & Digitalization , this shift to New Paradigm is absolutely essential & demand of the Day ??**

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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

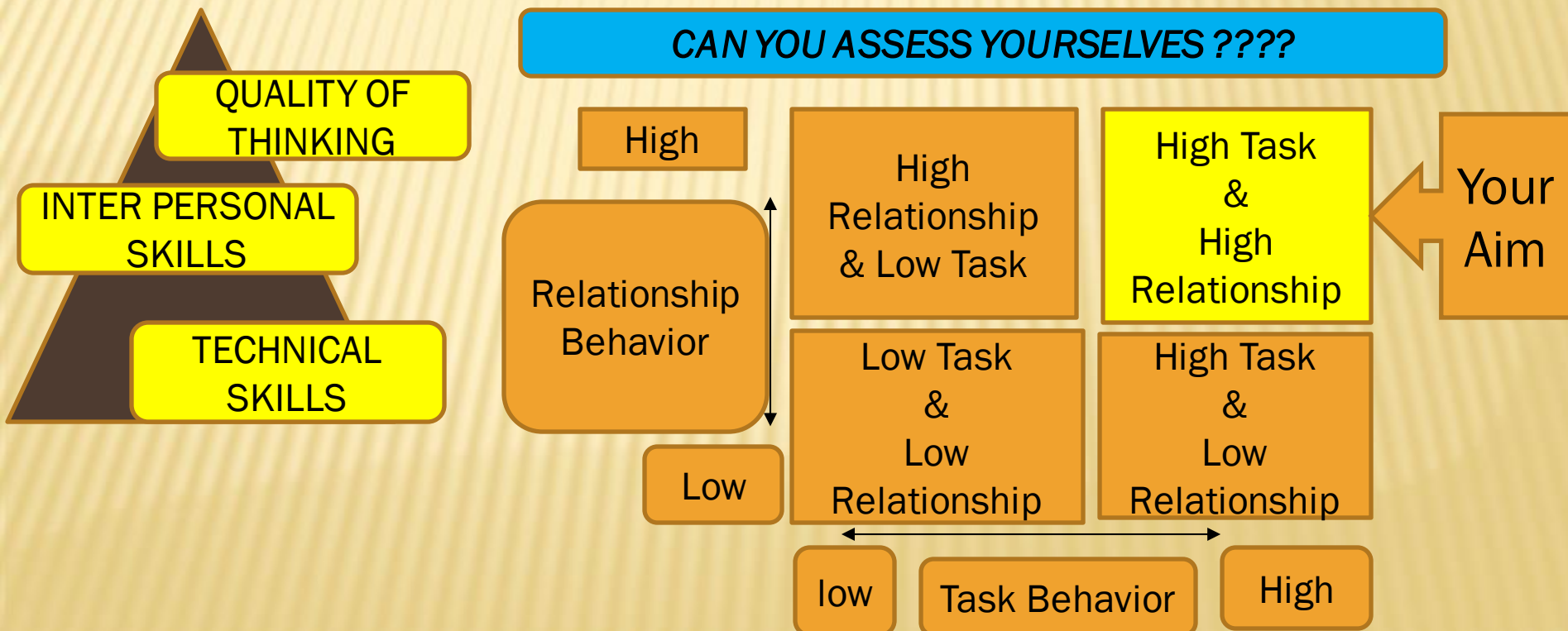
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**SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---18**

**MANAGERIAL EFFECTIVENESS.**



Management efficiency is a means, not an end; this is a technique for getting where you need to go and completing your organization's objectives. Managerial effectiveness considers managerial tasks, manager abilities, and the organization to maximize task completion.





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**HR CHALLENGES IN THE ERA OF AI & DIGITALISATION.**

**Beyond Emotional Intelligence.**

**SPIRITUAL QUOTIENT – HUMAN INTELLIGENCE ---19**

**MANAGERIAL EFFECTIVENESS.**



**SOME EFFECTIVE TIPS**

**CAN YOU STRONGLY & FIRMLY MAKE UP YOUR MIND TO START PRACTICE FROM RIGHT NOW ??**

**Communication Skills**

**Lead by examples**

**Help to enjoy the work**

**Delegations**

**Listening skills & Non Verbal communication**



**Make strong decisions**

**Offer development opportunities**

**Set Goals**

**Recognize employees on the work**

**Be transparent**

**Culture of creativity**

**Effective problem solving**

**MOST IMPORTANT**

**YOUR CONTINUAL ENHANCEMENT OF SPIRITUAL – HUMAN INTELLIGENCE. IS WARRANTED**

**Complied by K.VITTALA RAO.**

# Competency Based HR System.

**Competencies & Skills –  
To be a BUSINESS LEADER  
HR Must Stand next to the Head Of Business.**

**At each &  
every step HR  
Professional  
Competencies  
are  
demanded.**

Compiled  
By  
K.Vittala  
Rao



**HR  
&  
BUSINESS**

**TWO  
SIDES  
OF THE  
SAME COIN**



**Let us discuss these  
steps one by one.**

# Competency Based HR System.

*First and foremost competency to be acquired, before we discuss other several competencies.*

## Multi- Functionary Knowledge.

Competitiveness  
Business Forecast

How far we know  
Business?

Vision  
Mission  
Values

Productivity.  
Cycle time.  
Industrial Engineering

Product knowledge, process  
of manufacturing

Legal – All the Labour  
Legislations

Knowledge of Finance, read  
the Balance Sheet,  
Profitability,  
Costing



One should acquire adequate – conceptual, knowledge as much as possible.

Because, one must stand with the Business Head.

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***.Let us start with Talent Acquisition.***

***Acquire Talents & Retention .***

***Now, to start with we will present “Acquiring /Hiring Process”  
“Retention “ subsequently.***



Most of us are adopting conventional process of hiring – get the assistance of a placement consultant, process & select the applicants suiting / match with job descriptions/ past experiences ,followed by interviews , may, be initially by HR, or jointly with the concerned HOD & finally select. Here, assessment of SOFT SKILLS, EQ , & related competencies are normally not carried out. In a manner required !!!!!!!!!!!

**Now Switch Over:  
TALENT ACQUISITION .**

**Acquire the Talented  
personality.**

- 1. Technical & Hard skills Competencies.**
- 2. Soft Skills, EQ, related skills,**
- 3. Leadership and Spiritual Intelligence.**
- 4. Assessment of Talents the job calls for.**

- 1. Prepare the list of Core Competencies of the job**
- 2. HR : Be fully knowledgeable of the Competencies.**
- 3. Technical & Hard skill competencies.**
- 4. Soft Skills, Behavioral & attitude, Emotional Intelligence & Spiritual intelligence. Assessments**
- 5. Leadership Qualities, problem solving & conflict resolutions, employee engagements, risk taking, innovative initiatives, intrinsic motivations etc**

- 1. Prepare the list of Core Competencies of the job, inclusive of soft skills as detailed in 4 & 5 above with ratings. 1 to 10**
- 2. During interviews assess & rate between 1- 10.**





**.Let us start with Talent Acquisition.  
Competency based "Interview"**

### **Organisation Competencies**

With reference to the job to be filled. Draw out list objectively.



### **Individual Competencies.**

Technical Skill, Behavioral, Ability, Capabilities, Demonstrate a skill or set of skills, Soft Skills, EQ, Self -Efficacy etc, Draw out list objectively.

Competency based Interviews are not traditional but based on situational based and of course unstructured exploring the proficiency and passion of the candidate.

Broadly categorized in three combination. *[This is very much compressed version]*

#### **Personality.**

Detailed discussions on the information provided in the Bio-data to explore any additional information, not furnished. Assessment of one's passion, enthusiasm, initiatives, confidence & courage, learning abilities, attitudes and Emotional Intelligence including Leadership Qualities.

#### **Previous Experience**

Past success & failures, assess the learning abilities thereafter, detailed analysis of competencies, like, learning ability, presentation styles, focus, - decision making, conflict resolution, collaboration, confrontation, openness, problem solving, innovative productivity, creativity,, self-awareness etc.

#### **Looking forward**

Very important & decisive. Considering the level of competencies previously the candidate's potentials, like, soft skills, strength & weakness ,learning, initiatives, risk taking , accept the challenges, leadership etc , how far, the candidate ably meets with the competencies the job demands .

**.Move from “Conventional Employment Contract” towards “Emotional Contract”**  
**Aims at ---Relations with the work, namely, the product, the Company, and the mutual**  
**relations amongst all people. INTRINSIC MOTIVATION is the key !!!!!!!**

Recognition of  
work

Appreciations

Faireness

Open  
mindedness

Justice  
Legal

Skill based  
Training

Engagement in  
Tasks.

Delegations

Employee of  
the month

Involve in production  
planning

Up Skilling

Greetings  
Birthday etc

Family visits

One to One  
Talk

Guidance &  
Monitering

Lend a helping  
hand in career  
development



Performance based  
Rewards

LEADERSHIP  
nurturing

Mutual  
Trust &  
Confidence

Personality enhancement –  
Guidance & Trainings  
And EQ assessments , guidance  
thereafter.

Encourage in mentoring others

Encourage innovations & rewards

Conflict management. Resolution with mutual  
satisfaction

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**Build "Head" to "Heart" Strategy for employee engagement.**

**ALIGN Business & Happiness Goals**



**“ART OF CONVINCING” is an ESSENTIAL TOOL TO FACE ANY CHALLENGES AT WORK PLACES**

Logical &  
Fairness

Fully aware of  
facts

Humbleness  
No Ego

Body  
Language

Verbal Talking

Non-Verbal  
Like looking  
at a person

*To start with, prepare yourself  
with answers for the likely  
questions that may be raised*

**ART OF  
CONVINCING**



Know him /her  
fully

Sincerity in  
approach

No  
commanding

Guidance &  
Persuasion

One to  
one Talk

Be fair, but firm, in case  
you have a justifiable  
case

Justifiable &  
Legal

Give credits to his  
suggestions, if any,  
valid

Documents/ proofs ,  
if any

Citations with  
examples

Always take the issue  
on your shoulders, not  
to pass on the buck .

***Competence :Ability to do something successfully and efficiently.***

**It starts with “ ORGANISATIONAL COMPETENCE”  
What is ORGANISATIONAL COMPETENCE ?????**

### **Competence Vs Competency**

***Competence*** is used to identify and assess the task of a job and knowledge.  
Whereas, ***Competency*** is used to identify and assess the level of Competency of an individual.

**Functional Competence:**  
Like, HR,FINANCE,  
PRODUCTION &  
EFFICIENCY, MARKETING,  
Target of Business Goals,  
Technology & Innovations,  
Ethics & Culture etc

**Well defined VISION & MISSION**



**Strong & Effective  
LEADERSHIP.**

**Emotional Wellbeing of all  
persons.  
Up gradation of Skills &  
Knowledge.**

**To start with, the Organization will have to MAP, the Competence at the Top  
Management Level, then each and every Functions, for each levels of hierarchy,  
be it be vertical/ horizontal in line with ORGANISATIONAL COMPETENCE.**

**COMPETENCY = Skills- Hard & Soft+ Behaviours +  
Attributes etc**

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# CONTINUAL EFFORTS LEAD TO SUCCESS.

07-02-2018  
Compiled by:  
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## *What motivates you ???*

Your own past achievements , keep it view and recollect how far did your efforts lead to success.  
This motivates you to accelerates your efforts now....you will succeed.



Just look at the artist who has carved out the beautiful God & Goddess.  
Just imagine, how meticulously and precisely carved this out a thick stone.  
After completion, if he looks at his carvings, not only he derives immense pleasure but also his continual efforts



*Now he is confident that he can accept or undertake more challenging carvings !!!!  
Self Motivation !!!!!!!!!!!!!!!*

*Adilmalia, an expert depicts: INSTEAD OF THINKING HOW HARD YOUR JOURNEY IS  
....THINK HOW GREAT YOUR STORY WILL BE ONCE BEGIN THE NARRATIVE OF YOUR  
SUCCESS....SOMETHINGS, TIME TEACHES BETTER.*



**First Step: Map Organization Competence.**

**Based on Vision/Mission /Objective/ Successful accomplishment of its goals.**



**Second Step: Map Functional Competences based on “Organization Competences”**

Finance	HR	Production	Market	Cost Of Product	Quality	Legal/ Ethics	Employee
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**Third Step: Based on each functional competences, draw out mapping for each functions , systematically at each level .**

Hierarchy	FINANCE	HR	LEGAL/ETHICS, COMPLIANCE	PRODUCTION	MARKETING	QUALITY
HOD						
MANAGER						
Dy.MANAGER						
SUPERVISOR						
TEAM LEAD						
WORKMEN						

**Competence varies from Dept to Dept  
 And Level to Level.  
 Hence, meticulous mapping is essential.**

**First Step: Map Organization Competence.**  
**How do we start??**

**Second Step: Have a brain-storming detailed discussions with Heads of Functionaries , after preparing generic list of Competences. To focus on CORE COMPETENCES.**

**Generic Competences of the Organization .**

<b>Vision/Mission / Objectives</b>	<b>Legal And Ethics</b>
<b>Organization Structure</b>	<b>Learning &amp; Development</b>
<b>Business Targets</b>	<b>Employee Wellness</b>
<b>Market Intelligence</b>	<b>Employee Welfare</b>
<b>Customer Orientation</b>	<b>Zero Tolerance Policy</b>
<b>Leadership</b>	<b>Quality Orientation</b>
<b>Communication</b>	<b>Work Ethics/ Culture</b>
<b>Research / Innovation</b>	<b>Healthy Human Relations</b>
<b>Conflict Resolutions</b>	<b>Retention Strategies</b>
<b>Organization Culture</b>	<b>Team Work</b>
<b>Updated Technology</b>	<b>Skill Development</b>

**Out of these select 4/5 /6 Focused areas**

**Depending on the nature of Organization including Educational Organization, the generic competences may vary.**

**The brain storming sessions with all the Heads of Functionaries, not only focus on essential competences, as CORE, but also there will be commitment and strict adherence as well, dedicated to follow on continual steps.. This will be a Participative decision not dictated one. Select Core Competences**

**Map Core Organization Competence. Refer 29. It is done**  
**Next Step: Each Functionaries to Map– focusing on Organization Core Competence.**

**Organization  
Core  
Competence.**

**All Functionaries to have  
continual brain-storming  
sessions with their  
respective Team  
Members to draw to  
COMPETENCIES.  
No doubt, it is a  
challenging task, but it is  
essentially be carried  
out.**

**HRM**

**All Competence based:**

- **Forecast & Plan for Manpower**
- **Talent Acquisition. Hiring**
- **Performance Evaluation.**
- **Rewards**
- **Retention Activities.**
- **Promote Emotional Intelligence**
- **Leadership concepts.**
- **Man – Management**
- **Frequent assessment of work culture / ethics.**
- **Conflict Resolutions.**
- **Employee Relations.**
- **Training & Development.**
- **Grievance Management**
- **Discipline Management ETC**

- **FINANCE**
- **LEGAL/ ETHICAL**
- **PRODUCTION**
- **MARKET**
- **MARKET INTELLIGENCE  
& FORECAST.**
- **QUALITY**
- **COST OF PROCUCT**
- **INDUSTRIAL  
ENGINEERING.**
- **LEADERSHIP.**
- **CUSTOMER'S DELIGHT**
- **CONTINUAL  
IMPROVEMENT. ETC ETC**



Map Core Organization Competence. [Refer 29.] . Each Functionaries to Map – focusing on Organization Core Competence. [ Refer 30]

Before we start map Competence by each Functionaries for their Team for hierarchical levels, it is essential to draw out broad levels of proficiency, may be 4 / 5 levels depending on the nature of Industry, business/ requirements etc.

**Primary Level 1.  
Knowledgeable  
First entry level**

An employee is expected to possess a thorough knowledge, conceptually, Should be able to understand of expectations of competencies and must be able develop and adopt with initiatives.

**Practitioner .  
Level 2**

The employee is expected to apply his abilities, both technical oriented as well as be a good team member. Problem identification, resolve the same, Involve effectively in conflict resolution, new practices etc..

**Proficient  
Level 3**

Employee not only know applications of the technical abilities and skill, but also innovations, innovative thinking, effective problem solving. Must demonstrate the proficiency and dynamism

**Champion  
Level 4**

Most advanced and highest level of proficiency of any suggested competency for a role. Like HOD, Head of Functionary. Mastery and innovatory level. Must be a role model for that particular competency.

*The above is a just broad illustrative one., may be a model. But, these have to be drawn up more precisely depending on Industry. Business. Here also, it is the job of HOD to have brain storming several sessions with their respective Team Members to draw out precisely. May be even create more levels.*

In this presentation, an attempt is made to provide some illustrations of broad “COMPETENCY MODELS” for certain positions. The competencies indicated may be at macro level and for each level a detailed micro level should be listed down after several sessions of debate by the HR Teams.. This is only an illustration one. A guide.

***Competency Model for “Leadership” Behavioral***

1. Risk Taking.	Prudent & calculated risk taking and owning the responsibility	5. Consulting	Encouraging participative, democratic atmosphere, seeking views and concerns or others prior to effect any changes
2, Credibility	Consistence behavior, keeping promises and honoring commitments.	6. Influencing	Reasoning, valuing, emphasizing
3. Strategic thinking	Know and identifying market, forecast, taking long term perspective	7. Recognizing	Praising, appreciations, intrinsic motivations for significant achievements
4. Customer focus	Customer needs, continual discussions, demonstrating concerns	Wilfred Laurier University, after detailed study, have identified, around 19 micro-competencies	

Some of them: *Decision Making, Flexibility & adoptability, Goal setting, Influencing, Innovating, Integrity, Planning, Problem solving, Self-development, Service orientation. Strategic perspective, Functional, technical and organizational proficiency.*