

Grow your HRM into Strategic Competence Management

Venture capitalists focus on one thing: Team competence. Why? A team of passionate competent people intrinsically creates value. They co-create ideas and possess both the competencies and the 'drive' to score - even uphill.

Organizational growth typically outgrows maturity levels in pro-active competence management. This common phenomenon gradually but steadily erodes the quality of your main asset: Your people. And that is nothing but dangerous, for it is your people that make or break your sustainable (commercial) performance.

Individual team members find themselves increasingly bogged down by a corporate culture that breeds paperwork, regulations and suffocating spirits of control. Know-how gets clung unto (instead of shared) to consolidate and grow petty kingdoms. Passion and creativity die and individuals and departments insidiously transform into a reactive mode (= the disease). As a consequence, your top value assets - highly competent, creative team members - increasingly feel hindered. Research has proven your top value assets may even feel imprisoned. Managers unwittingly work against initiatives, are too slow in their absorption of market trends, are too passive and thus fail to meet financial and commercial targets. You land a climate in which value creation amongst managers and their departments has reached unacceptably low levels, increasingly eroding your financial performance (= the symptoms).

Strategic Competence Management: Building people

To build people is to build sustainable competitive performance.

HRM has to mature. It must outgrow its current focus on selection, hiring, evaluations and lost-productivity management and start playing a proactive, strategic role within your organization. Strategic competence management identifies talent early on, it breeds and coaches solid citizens, it matures away from independent to interdependent relationships. The resulting culture allows people to assume true responsibility instead of pseudo *spirit of control* responsibility. And it is this culture of genuine responsibility which sets your prisoners free to - again - innovate and create value.

Strategic competence management actively juggles with in-house talent and competence. It asks itself continuously: With WHOM? with WHAT and HOW? (Collins). Business Spirals coaches you back to the dynamics and culture of successful new ventures, yet equipped with a mature, flexible structure meeting the needs of your organization. And in today's market environment, this is a must: The market out there has become increasingly dynamic, making rigid structures nothing but suicidal.

Business Spirals works with the OPERA-consultancy method to co-create your custom version of Strategic Competence Management. We keep a keen eye on the organic dynamics ('O'), the underlying psychology within relationships ('P'), the necessity to nurture skill sets and competence in business processes ('E' of action-based Education), the quality and vitality of hierarchically horizontal and vertical relationships ('R') and we analyze ('A') your current status quo and co-create structured action plans.

Measurable soft and hard results

Your employees within each business process will regain both genuine responsibility and accountability. They will be tasked to score quick wins on bottlenecks and co-create structural improvements. Business Spirals will coach the development and implementation of measurement tools to measure professional performance: Customer success, financial results and improvements in the difference business process chains.

We may also choose to deploy Business Team Resource Management (TRM) workshops which are highly effective in transforming initiative-strangling top down cultures into stimulating co-creative ones. Cultures in which any idea or initiative, irrespective of the source, is welcomed - even encouraged - and objectively assessed on its truth value. Where appropriate, action-based learning programs will raise competence levels. In co-creation, we will realize measurable and sustainable growth in know-how, innovation and productivity.

CO-CREATORS

Key Aspects of our Approach

Value Leakage screening ©

On behalf of your Management Team we will screen the ROI of your current competence management. We will measure opportunities (market interaction; organizational maturity levels) and sustainability (strategic focus; know-how fusion/speeds). The outcome will define both the starting point and direction of the transformation. The actual approach will be based on the main characteristic of your organization. We identify the following three options:

Performers - Positive values on four axes. Competence management activities score between +\$20,000 and +\$100,000 market value per employee. This type of well-performing organizations is typically readily willing to further invest in strategic competence management.

Non-performers - Positive values on zero or one axis only. These organizations hinder personal en organizational development and are experienced as a prison.

Frustrators - Marginally positive values on the odd axis. Frustrations and blockages rank top.

Action Based Performance Learning © - Performance gain by DOING

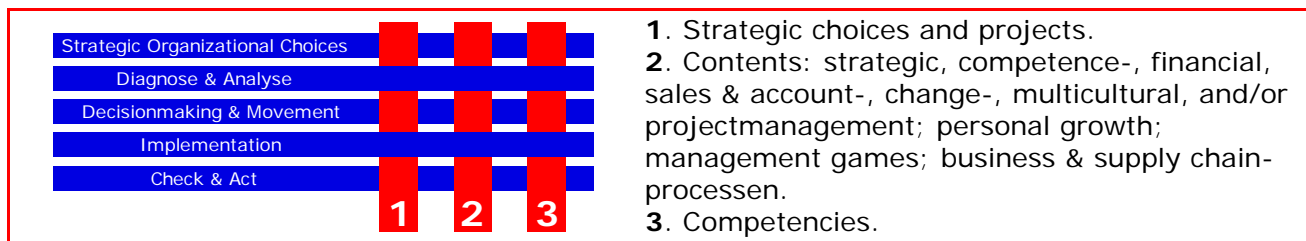
We coach individuals and teams away from the reactive to initiative and co-creation. Competence development is executed within actual operational processes, addressing bottlenecks and pain areas. We score on quick wins; value leakages are identified and stopped; bottlenecks removed; structural problems constructively addressed.

Business Team Resource Management ©

Business Spirals is the sole facilitator in The Netherlands of powerful, concentrated TRM courses. These courses trigger a paradigm shift within your managers in the influence of their psychological en relational behavior on the creative dynamics and efficiency of their teams. TRM transforms managers from suffocators to co-creators. The course material was co-developed by Business Spirals and a know-how expert within a niche industry, where similar courses have rendered such positive results that they are now mandatory by law.

Talent Mobilization © - Leveraging and accelerating projects

Together, in five steps - interwoven by three red threads (see diagram) - we identify which themes your talent-task forces need to engage to realize synergies, leverages and accelerations in both competence and competence management.



Personal coaching of your manager, director or board member

You can facilitate change within your organization by changing yourself. Our approach to fundamental leadership focusses on results, your passion, empathy with your team members, teachability and approachability. Such a quality of leadership stimulates its environment and cultivates co-creation.

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