

# Build a Competitive Organization by Aligning Personal and Professional Goals

## Overview

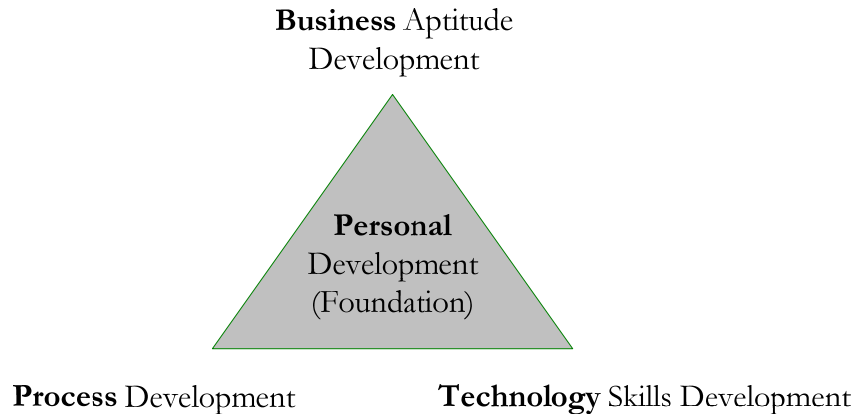
In IT the priority has always been technology (i.e. when to rollout the next version of the OS i.e., Vista). For small to mid-sized Windows-based environments, it's no longer just about technology. Based on over 400 IT assessments, the #1 challenge is how to do more with less. How do you improve staff performance?

- People
  - Adapting to change
  - Coaching staff to be creative, resourceful, goal oriented and do more with less
  - Coaching staff to be more business/service oriented
    - Changing the mentality of individuals from purely a support role to one that is adding real-value to the enterprise.
    - IT staff needs to understand the business in order to fully contribute their skills to the success of the business. Most employees do not have a full understanding of how their job function integrates with the business and are unable to translate their skills into business value.
  
- Organization
  - Implementing an effective organization structure
  
- Process
  - Implementing minimum and sufficient processes (best practices)
  
- Compliance
  - Adhering to compliance standards

Most of the challenges above are people related! The #1 people issue is doing more with less and it's because of the lack of self-management skills (time management, goal management, focus, etc.)

The premise is to educate the staff on how to effectively self-manage. This will increase their level of creativity, productivity and professionalism. The overall objective is to then achieve exceptional results for the business.

In order to accomplish this objective, I've designed the Professional Growth Program (PGP) with the intent to focus on 4 areas:



## Purpose

The purpose of the Professional Growth Program (PGP) is to provide employees with a performance-enhancement roadmap. Individuals will be able to integrate goals (career and personal) that will allow them to be more motivated, more focused, more productive and more balanced. Ultimately, employees will understand the needs of the business and will have organized and prepared themselves in order to do great work for the business.

The PGP methodology is designed to assess an employee's level of performance using the competencies stated below:

- Personal development
  - Leadership
  - EQ
  - Self-Management
- Business aptitude
- Process skills development
- Technology skills development

## Scope

The PGP uses the competency categories to focus on personal efficiency, career development and business aptitude development when assessing an individual's skill set level. It is geared for individual contributors, managers and executives. This program engages the staff for approximately 6 months. Within that time frame, their progress is gauged every month. The PGP is divided into three phases:

1. Assessment
  - a. Identify business goals and challenges
  - b. Identify department goals, issues and challenges
  - c. Assess employee strengths and challenges using the above competency categories
  - d. Determine employee competency
  - e. Determine maturity model level

2. Planning
  - a. Establish roadmap focusing on the five competency categories
  - b. Establish action plan
  - c. Establish employee milestones
  
3. Mentoring
  - a. Begin performance coaching
  - b. Determine employee potential (leadership exceptional contributor, etc.)
  - c. Coaching technique is based (acceleration/level) is based on commitment and PGP progress
  - d. Monitor employee (monthly)
  - e. Gauge progress (based on maturity model)

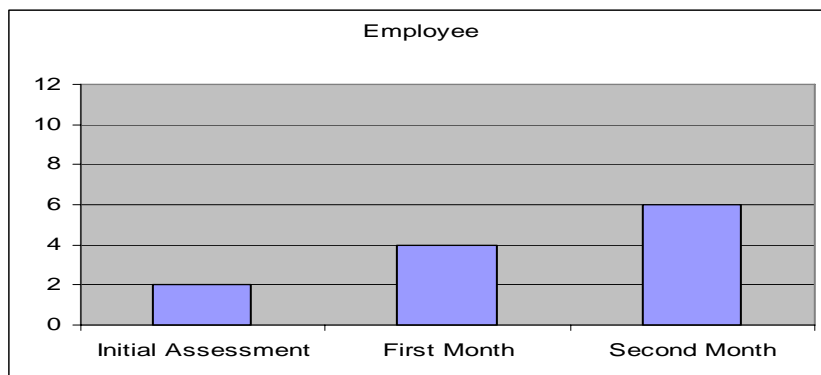
After assessing and designing the PGP, monitoring an individual's progress is key in determining the overall success factor. Therefore, we can determine if the individual is maturing. Are they meeting expectations? Do they understand the needs of the business? Are they organized and prepared to do great work for the business?

### ***Employee Competency Rating***

The maximum rating for each category = 2 points, the minimum = 0. The maximum possible score is 12 points. Using these rating categories, which are based on most company's yearly Performance Review process, to gauge an individual's growth pattern and maturity level. The graph below is used to gauge progress.

<b>Rating</b>	<b>Points</b>
Unsatisfactory	0
Needs improvement	.5
Meets job requirements	1
Exceeds job requirements	1.5
Outstanding	2

### **Initial and Monthly Assessment**



That initial assessment is the catalyst for the performance-enhancement roadmap. An action plan is then established. The individual will then be able to integrate goals that will increase their competency, allowing the individual to graduate to the next level of the Maturity Model.