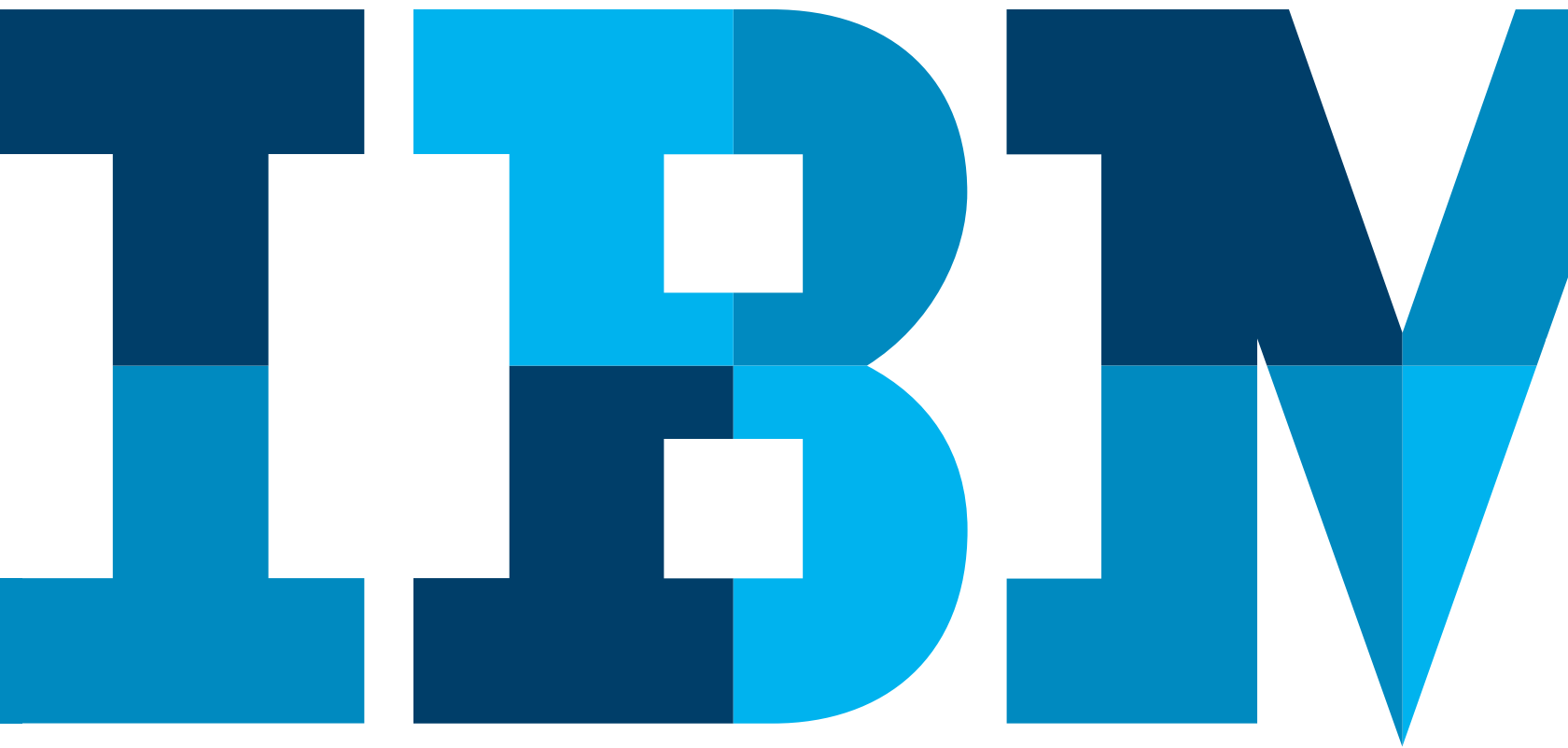# IBM Kenexa Core (Foundational) Skills and Competencies

A framework with core skills required for general job roles

IBM Kenexa recognizes that most organizations face dynamic talent and skills management issues across all areas of operation. While these issues may feel tactical to those involved, they can also have wide ranging impact on the successful and continuing operations of the overall business.

Organizations sometimes want to start the Job Skills & Competency definition with the Core (Foundational) level requirements. This Core Skills library provides data for 14 general jobs roles such as C-Level, Senior Vice president, Vice President, Director, Manager, Supervisor, Team Leader and more. With each Skill/Competency, IBM Kenexa provides the 21 Behaviors for Competency Proficiency measurement, Interview Questions, Coaching Tips, Learning Resources and SMART Goals.

In an organization it may be easy to answer a question such as "How many photocopiers do we have?" or "What is our compensation planning budget look like this year?", but the same cannot be said when asked about knowledge, skills, or people and their organizational impact. Using a Job and Competency Framework, you will be able to lay a foundation for answering:

- What are the minimum "Core" skills required to perform a job?
- How to define "good" competency measures for the skills on a job?
- What is it that top producers do best? Replicate and recruit to that definition
- What is our mission critical knowledge and where does that institutional memory reside?
- How/who do we integrate following acquisition, to optimize the resources and investment?

For more than 20 years, the IBM Kenexa Talent frameworks Competency Framework has been deployed in many organizations to help them—either independently or as part of a larger HR strategy—improve learning, development and performance of a company's most critical components. Using the content library is a rapid and robust way to customize your organizationally aligned competencies and job profiles.

IBM Kenexa Talent frameworks offers Job Skills and Competencies across 18 different industries. This is but one of those libraries. Kenexa offers complete solutions to support your Talent Management requirements including cloud based software to manage your workforce Job Skills & Competencies, Employee Self-Assessment, Manager Assessment, Skills Gap analysis and more.

Contents

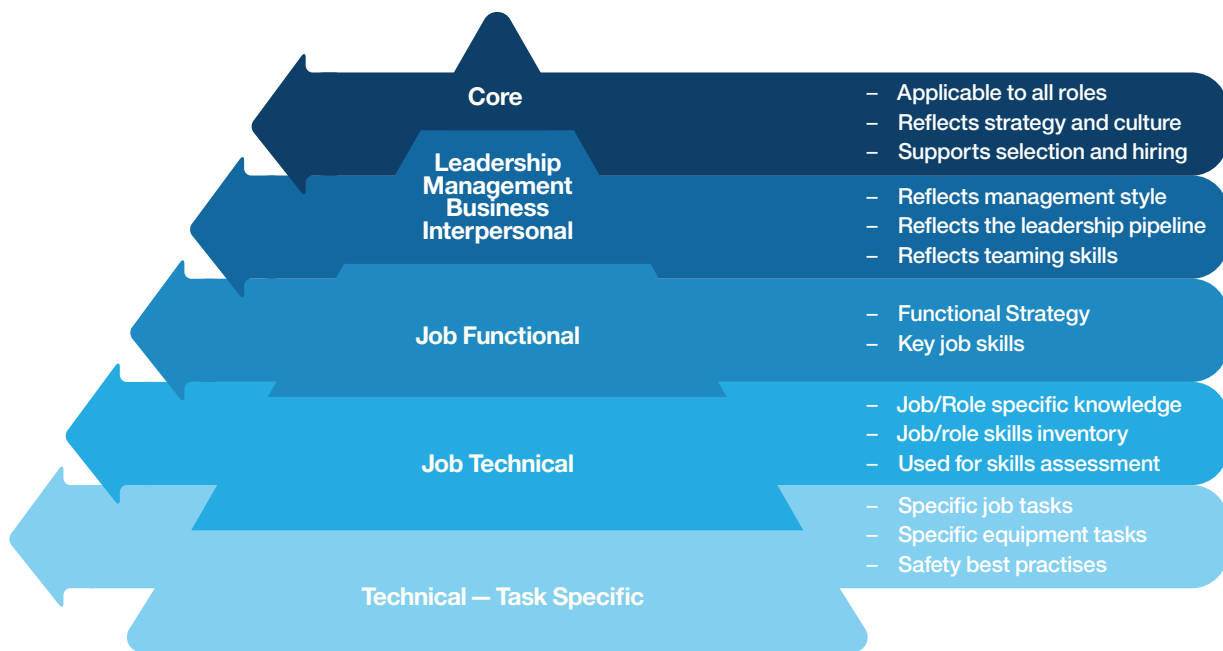|	
Core	– Applicable to all roles – Reflects strategy and culture – Supports selection and hiring
Leadership Management Business Interpersonal	– Reflects management style – Reflects the leadership pipeline – Reflects teaming skills
Job Functional	– Functional Strategy – Key job skills
Job Technical	– Job/Role specific knowledge – Job/role skills inventory – Used for skills assessment
Technical — Task Specific	– Specific job tasks – Specific equipment tasks – Safety best practises

Figure 1: Types of Skills and Competencies

Competency: A combination of knowledge, skills and abilities (KSAs describing the demonstrable indicators of proficiency).
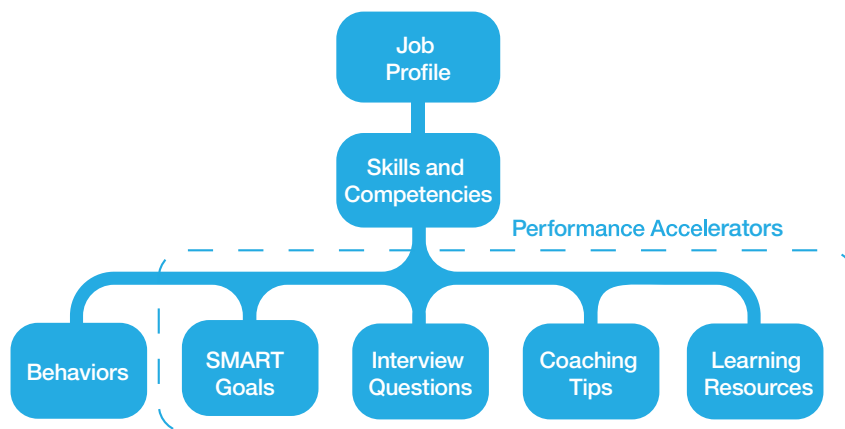

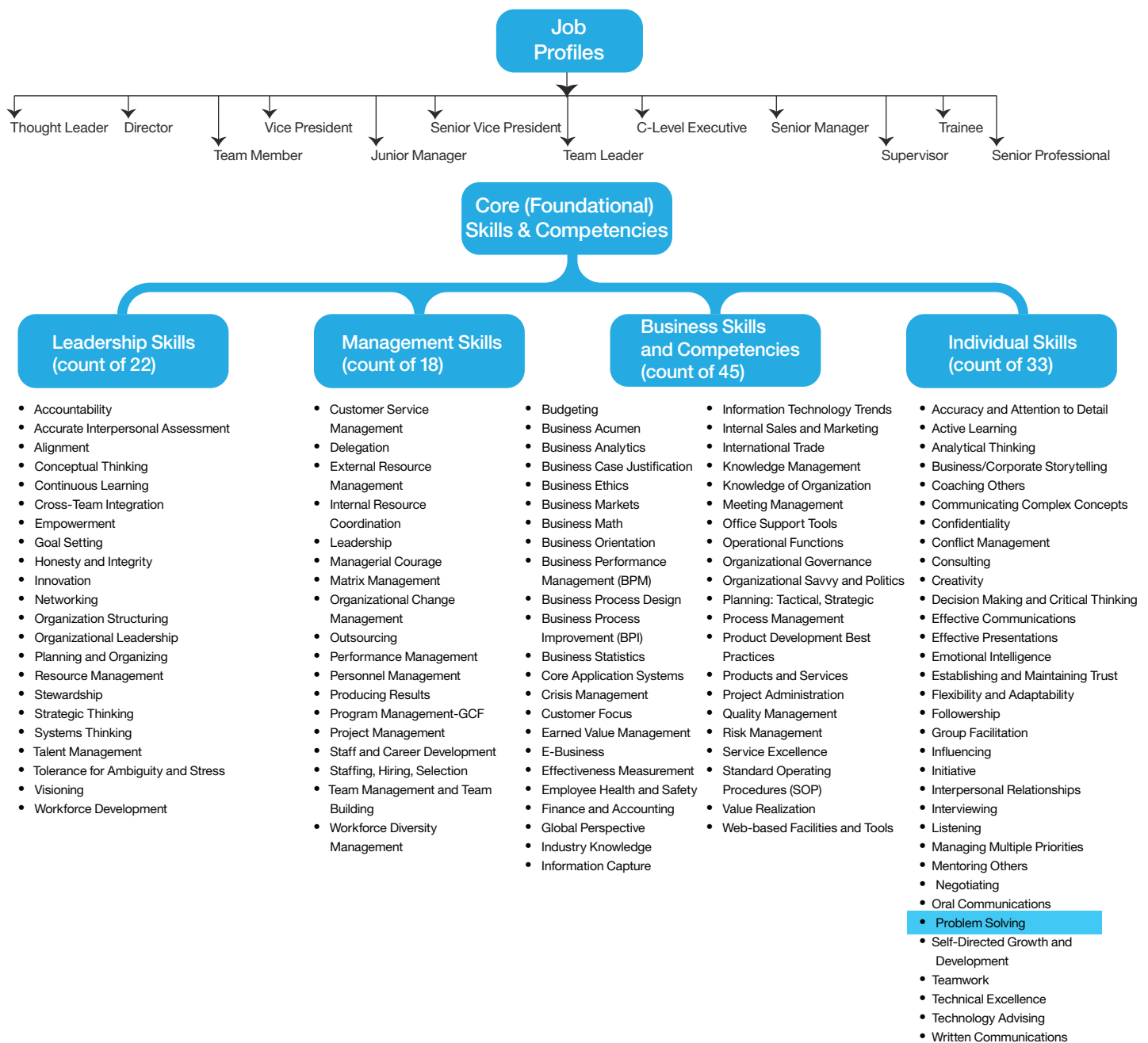*Figure 2*: Foundational Skills and Competencies

Job Profiles

- Thought Leader
- Director
- Vice President
- Senior Vice President
- C-Level Executive
- Senior Manager
- Trainee
- Team Member
- Junior Manager
- Team Leader
- Supervisor
- Senior Professional

Core (Foundational) Skills & Competencies

Leadership Skills (count of 22)

- Accountability
- Accurate Interpersonal Assessment
- Alignment
- Conceptual Thinking
- Continuous Learning
- Cross-Team Integration
- Empowerment
- Goal Setting
- Honesty and Integrity
- Innovation
- Networking
- Organization Structuring
- Organizational Leadership
- Planning and Organizing
- Resource Management
- Stewardship
- Strategic Thinking
- Systems Thinking
- Talent Management
- Tolerance for Ambiguity and Stress
- Visioning
- Workforce Development

Management Skills (count of 18)

- Customer Service Management
- Delegation
- External Resource Management
- Internal Resource Coordination
- Leadership
- Managerial Courage
- Matrix Management
- Organizational Change Management
- Outsourcing
- Performance Management
- Personnel Management
- Producing Results
- Program Management-GCF
- Project Management
- Staff and Career Development
- Staffing, Hiring, Selection
- Team Management and Team Building
- Workforce Diversity Management

Business Skills and Competencies (count of 45)

- Budgeting
- Business Acumen
- Business Analytics
- Business Case Justification
- Business Ethics
- Business Markets
- Business Math
- Business Orientation
- Business Performance Management (BPM)
- Business Process Design
- Business Process Improvement (BPI)
- Business Statistics
- Core Application Systems
- Crisis Management
- Customer Focus
- Earned Value Management
- E-Business
- Effectiveness Measurement
- Employee Health and Safety
- Finance and Accounting
- Global Perspective
- Industry Knowledge
- Information Capture
- Information Technology Trends
- Internal Sales and Marketing
- International Trade
- Knowledge Management
- Knowledge of Organization
- Meeting Management
- Office Support Tools
- Operational Functions
- Organizational Governance
- Organizational Savvy and Politics
- Planning: Tactical, Strategic
- Process Management
- Product Development Best Practices
- Products and Services
- Project Administration
- Quality Management
- Risk Management
- Service Excellence
- Standard Operating Procedures (SOP)
- Value Realization
- Web-based Facilities and Tools

Individual Skills (count of 33)

- Accuracy and Attention to Detail
- Active Learning
- Analytical Thinking
- Business/Corporate Storytelling
- Coaching Others
- Communicating Complex Concepts
- Confidentiality
- Conflict Management
- Consulting
- Creativity
- Decision Making and Critical Thinking
- Effective Communications
- Effective Presentations
- Emotional Intelligence
- Establishing and Maintaining Trust
- Flexibility and Adaptability
- Followership
- Group Facilitation
- Influencing
- Initiative
- Interpersonal Relationships
- Interviewing
- Listening
- Managing Multiple Priorities
- Mentoring Others
- Negotiating
- Oral Communications
- Problem Solving
- Self-Directed Growth and Development
- Teamwork
- Technical Excellence
- Technology Advising
- Written Communications

Figure 3: Core (Foundational) Skills & Competencies: A set of leadership, management, business and individual skills

Problem Solving - Sample Skills

Proficiency Levels for Competency measurement for the "Problem Solving" Skill

Level 01: Basic Experience	• Understands value of a disciplined approach to problem solving • Can discuss problem reporting and escalation practices • Utilizes accepted procedures for problem analysis and resolution • Identifies key aspects of problem-solving techniques used in own area
Level 02: Working Experience	• Uses fact-finding techniques and diagnostic tools to identify problems • Identifies and documents specific problems and resolution alternatives • Develops alternative techniques for assessing accuracy and relevance of information • Helps to analyze risks and benefits of alternative approaches and obtain decision on resolution • Examines a specific problem and understands the perspective of each involved stakeholder
Level 03: Extensive Experience	• Uses varying problem-solving approaches and techniques as appropriate • Develops successful resolutions to critical or wide-impact problems • Organizes potential problem solvers and leads problem resolution efforts. • Analyzes and synthesizes information and devises alternative resolution strategies • Contributes to standard practices for problem-solving approaches, tools, and processes • Ensures capture of lessons to be learned from a problem-solving effort
Level 04: Subject Matter Experience	• Gains agreement on the problem-solving process, risk assessment, decision points, and criteria • Considers long-term trends and broad business implications for alternatives • Monitors industry for best practices and new techniques in problem-solving • Successfully organizes problem solvers and stakeholders for high-impact problems • Trains others in the process of eliciting alternatives and assessing their impact • Brings about successful resolutions to high-impact or cross-functional problems

Interview Questions for the 'Problem Solving' Skills

	• Tell me about a problem at your organization that was never resolved. What was the impact on business processes, and was there a work-around used? • Tell me about a persistent problem that existed at your organization. How was it finally resolved? • Tell me about a time when a solution to a project did not work. How was the solution revised, and what could have been done to prevent the issue? • Tell me about a time that two or more colleagues had conflicting ideas on the best way to solve a problem. How were the ideas evaluated and the issue resolved?

Coaching Tips for the "Problem Solving" Skill

	• Evaluate all solutions to ensure they address the root cause of the problem, not just the symptoms • Before implementing a solution, consult with other functions or departments to evaluate whether or not the solution will impact their operations • Review resolved organizational problems. How would you have approached the issue or handled the problem differently? • Evaluate the root-cause of the problem. Can you make organizational changes to prevent similar problems in the future? • Solicit feedback on proposed solutions to ensure they are solving the problem at hand

SMART Goals for the "Problem Solving" Skill

	• Conduct a quarterly review of resolved problems. Use these to help you anticipate and prevent future problems • Once you have proposed a solution to a problem, have 3 colleagues evaluate it in terms of feasibility and impact on the organization • When working on a solution to a problem, review progress weekly and adjust your plan accordingly

Learning Reference Materials for the "Problem Solving" Skill

Code	Name	Type	Description	Author	Provider	Web Address or ISBM/ISIN
ACT-019	Participate in Project Review Meetings	Activities On & Off the job	Find out who has a good reputation for managing projects and ask to sit in on a project meeting. Note who participates and how. Observe how the review meeting is run and how issues, problems and bottlenecks are addressed.			
ACT-081	Assist on Problem Resolution with Vendor	Activities On & Off the job	Follow a problem or situation from beginning to end. Note effectiveness of various actions.			
ACT-099	Consult with Subject-Matter Expert	Activities On & Off the job	Identify an individual with expertise in a particular area of interest. Make sure this person can spend time with you. Develop specific questions that will give you the appropriate information.			
BK-0196	Developing Critical Thinkers	Book	Subtitle: Challenging Adults to Explore Alternative Ways of Thinking and Acting. Author offers methods and techniques for making sound judgments, choices and decisions.	Brookfield, Stephen	Amazon	ISBN: 1555423566
BK-0206	Brain Power: Learn to Improve Your Thinking Skills	Book	Framework and guide for becoming a more innovative thinker. Includes games and puzzles to stimulate and expand brain power.	Albrecht, Karl	Amazon	ISBN: 0671761986
BK-3048	Art of Possibility	Book	Easy-to-read, offers a set of practices designed to revolutionize approach to work, relationships and life in general.	Zander, Benjamin	Amazon	ISBN: 0142001104
TR-062	Recovering from IT Service Problems	Training Programs	Fast Track Skill Building 1/2-day workshop covering the seven principles of service recovery, how to repair a client relationship immediately, and making service processes client centered.	IT Group International		www.itgroupinternational.com
TR-105	Creative Problem Solving Skills for IT Professionals	Training Programs	Learn how to tap your creative potential, use problem solving techniques, use team synergy to create new solutions and convert ideas into acceptable recommendations.	IT Group International		www.itgroupinternational.com
VND-AMAnet	American Manufacturing Network	Vendors	AMANET is a network of specialized manufacturing facilities and a provider of manufacturing resources.	AMANET		www.amanet.com
VND-TrABC	Training Videos from Training ABC.com	Vendors	Major provider of training videos.			www.trainingabc.com

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