

Purpose:

- This tool was developed to allow internal consultants to do a self-assessment of their Competency Profile as compared to a baseline of data from other IC Groups – on an anonymous basis
- Feedback from this input will also be used to help build our baseline of data on an on-going basis
- Finally, this competency information will help the AIMC to provide better professional development experiences through the design of a curriculum of skill-building sessions, including: workshops, tools, affinity group calls and conference presentations

Competency Profiling Tool

Respondent Background Information:

- Industry: _____
- Number of Years as an IC: _____
- Current Position:
 - Leadership/supervisory: Yes
 - Individual Contributor: Yes
- Highest educational level achieved:
 - Bachelor's Degree Master's Degree
 - Doctoral Degree Other

Please specify major area of study/type of degree

- Previous Experience as an External Consultant:
 - Yes No
- IC Related Training in Past 2 Years: _____

- Areas where greater proficiency would be useful (e.g., process improvement, change management, quantitative methods). Please be as specific as possible: _____

TO RECEIVE YOUR SURVEY INPUT FORM, PLEASE CONTACT US AT INFO@AIMC.ORG OR CALL (239) 642-0580.

Competency Profiling Tool

AIMC

Proficiency Scale

No Basis:	No Exposure to current skill	Level 3-Advanced:	Can apply skill to complete work without assistance; Is able to provide assistance to others completing work requiring this skill; Is able to identify areas for improvement/recommendations based on knowledge in this area
Level 1-Basic:	Understands basic concepts associated with skill, but has little experience in putting it into practice	Level 4-Expert:	Recognized as a source of knowledge in this area outside immediate team; Able to independently handle all types of assignments or tasks and serves as a role model or coach for others leading a work effort requiring the application of this skill
Level 2-Intermediate:	Able to handle many types of assignments or tasks; Can apply skill to complete work with direction and guidance; Explains key concepts associated with skill to others		

Competency

Definition

Management Consulting Skills

Uses structured diagnostics to accurately determine the root causes of various organizational performance issues and partners with the client to determine the appropriate intervention strategy and expectations/scope (contracting). Ensures the right clients are involved for success of the project. Understands and demonstrates the value/ROI of the consulting work provided to the client. Effectively builds a business case when introducing recommendations or solutions. Continually monitors the client's threshold for acceptance of recommendations and refines approach and contracted expectations as required.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Client Service Focus

Works with client to understand current situation- perception of reality. Anticipates and is responsive to client's questions, inquiries or requests in a service situation. Persists in providing the highest quality/services, products, and finding ways to better meet client needs, including improving systems that affect client satisfaction; keeps client focus as the driver of planning and implementation. Identifies current and anticipates future client organization needs. Looks at problems and complaints as opportunities. Engages client to ensure ownership of solutions. Goes out of the way to communicate with clients in ways that meet their needs, while also earning their trust and respect. Takes personal responsibility for correcting client service problems promptly and to a point where the client is satisfied. Able to deal with ambiguity and maintain composure and objectivity.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Professional Impact

Viewed as trusted business advisor and "go to" person for area of responsibility. Takes actions that are consistent and aligned with company values and beliefs. Demonstrates high standards for behavior of self and project team members. Demonstrates credibility and self-confidence in areas of responsibility. Stands behind decisions, whether right or wrong, and is accountable for individual and team decisions and results. Demonstrates the ability to influence and drive change. Empowers the client to be better.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Change Management

Proactively demonstrates to clients the impact/people risks of organizational change and builds and manages plans for reducing this risk. Ensures change management is integrated into the project plan. Effectively employs a change management methodology and toolset. Continually raises client's level of awareness as to people risk and need for mitigating. Works with client to build sponsorship of change efforts. Influences executives on business case for change management and informs them on successful change management. Proactively addresses resistance to change. Demonstrates own flexibility and adaptability in driving change to improve project and business results. Effectively manages change throughout the project lifecycle – from initial stakeholder analysis through monitoring project results.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Competency

Definition

Business Acumen

Has a strong understanding about how the business works and assesses trends, issues and challenges which impact on the organisation's business environment and builds this into project planning. Applies knowledge of key financial indicators/measures to evaluate alternative courses of actions and selects optimal solutions to achieve results. Possesses strong analytical skills and an ability to interpret complex data in meaningful and relevant ways. Maintains awareness of best practices to determine when there is a need for transformation of business processes. Identifies new information requirements in order to support business needs. Applies knowledge of key business measurements to make strategic decisions.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Coaching

Provides appropriate advice, feedback, and development resources to improve the effectiveness of individuals and teams. Provides clear behavioral feedback to customers about performance development opportunities and problems. Tailors development suggestions (e.g., training, learning opportunities, key experiences) to fit individual, team and organizational needs. Selects approaches that will be most likely to gain the full engagement of the audience to ensure ownership.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

Project Management

Drives projects to successful outcomes. Administers project budgets that meet cost and resource expectations. Manages scope, complex and/or competing priorities, and effectively meets commitments in an accurate and timely manner. Plans and organizes tasks and generates schedules for projects / processes. Ties work plans to allocated funds. Identifies and secures resources for projects. Monitors progress through detailed work plans, and status reports. Troubleshoots problems and takes steps to notify correct people in the event of schedule slippage or unavailable resources, and ensures successful implementation.

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Business Process Optimization

Maintains and enhances standards of quality by focusing on the continuous improvement, optimization, and transformation/design of processes to achieve project and business objectives. Establishes and communicates clear indicators of process improvement such as efficiency, effectiveness, quality, throughput, productivity and customer satisfaction. Consults with clients to understand how technology impacts process performance. Coordinates functions across different stakeholders including process owners and end users. Utilizes various process improvement methods and tools. Applies benchmarking best practices to understand what optimal business processing is. Demonstrates the ability to translate data into meaningful recommendations. Analyzes information to accurately define the cost of quality and process inefficiencies.

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Communicating Vision

Develops a clear vision for the future of the Consulting Function that inspires, instills pride, motivates and engages the workforce and internal stakeholders/clients. Able to foresee future business trends and implications for internal consulting efforts. Engages stakeholders in commitment to the vision through participation and communication. Directs individual and group energies to key objectives by establishing clear, aligned goals, measurements, and accountabilities.

◇ *No Basis* ◇ *Level 1: Basic* ◇ *Level 2: Intermediate* ◇ *Level 3: Advanced* ◇ *Level 4: Expert*

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Competency	Definition
Selecting, Managing and Developing Others	<p>Accurately assesses people and positions them to use their talents towards achieving departmental and project goals. Puts people in challenging learning situations, specifically to build skills. Ensures that individuals have the training and preparation they need to perform their jobs to the highest level. Actively insures that good performance management principles and practices are consistently applied. Provides effective coaching to staff. Develops bench strength and successors for key positions.</p>
	<p>◇ <i>No Basis</i> ◇ <i>Level 1: Basic</i> ◇ <i>Level 2: Intermediate</i> ◇ <i>Level 3: Advanced</i> ◇ <i>Level 4: Expert</i></p>
Decision Making	<p>Gathers data, seeks input from key stakeholders, and bases decisions on relevant facts considering both the long and short term implications and impact of decisions both on project goals and on other departments. Distinguishes between relevant and irrelevant information to make logical decisions. Makes decisions without undue delay. Exhibits personal influence, including the ability to influence and to be influenced. Demonstrates a willingness to make unpopular decisions in the best interest of the organization. Accepts responsibility for consequences of own actions and decisions. Flexible, open and honest, skillful at facilitating the process.</p>
	<p>◇ <i>No Basis</i> ◇ <i>Level 1: Basic</i> ◇ <i>Level 2: Intermediate</i> ◇ <i>Level 3: Advanced</i> ◇ <i>Level 4: Expert</i></p>
Team Building	<p>Builds teams with varying backgrounds, skills, competencies and styles to complement one another and achieve organizational and project goals. Demonstrates active involvement in supporting the objectives of the team. Builds team spirit, commitment, and cooperation in working toward project goals. Acknowledges and formally recognizes successful team accomplishments. Understands the strengths and weaknesses of others and uses strengths to build team development. Makes necessary compromises in the best interest of furthering team goals. Shows support for other's decisions and actions. Is aware of individual or group morale and takes action to build it when necessary.</p>
	<p>◇ <i>No Basis</i> ◇ <i>Level 1: Basic</i> ◇ <i>Level 2: Intermediate</i> ◇ <i>Level 3: Advanced</i> ◇ <i>Level 4: Expert</i></p>
Strategic Business Planning and Implementation	<p>Partners with other areas of the organization to develop consulting business plans that fulfill corporate strategy. Develops formal plans with timelines to manage assignments or projects. Does the work required to qualify consulting needs of the organization. Defines consulting portfolio, and does the research to prepare proposals that meet organizational needs. Plans and leads efforts to improve major systems, core work processes, practices and policies. Tracks performance against measurable goals and standards. Links activities directly to the company's strategic plan and links back to people, pride, engagement and purpose. Is able to handle multiple high priority tasks and completes them before the deadline.</p>
	<p>◇ <i>No Basis</i> ◇ <i>Level 1: Basic</i> ◇ <i>Level 2: Intermediate</i> ◇ <i>Level 3: Advanced</i> ◇ <i>Level 4: Expert</i></p>
Managing Cross Business Unit Collaboration	<p>Identifies and involves key stakeholders in planning process for development of consulting project portfolio (across all business units). Identifies and manages project interdependencies across business units (from project portfolio). Manages and resolves conflicts and competing agendas across projects that impact key stakeholders in different areas of the business. Establishes ways to encourage teamwork and partnership across business units – promotes a one company philosophy. Builds strong collaborative win-win relationships to deliver on key goals. Surfaces and resolves inconsistencies in critical messages across organizational lines.</p>
	<p>◇ <i>No Basis</i> ◇ <i>Level 1: Basic</i> ◇ <i>Level 2: Intermediate</i> ◇ <i>Level 3: Advanced</i> ◇ <i>Level 4: Expert</i></p>