

SOSIE 2nd Generation Manager Competency Report



SOSIE competencies, explained

The term “competencies” is widely used by psychologists and human resources professionals. Competencies are an individuals’ behaviors and motivations. Competencies coupled with cognitive and reasoning abilities, knowledge and experiences offer a complete picture of a candidate that might otherwise only be partially understood. Many organizations invest a lot of time and money into building a consistent competency framework that details those competencies that are specific to their organization. Many frameworks also assign a score to each competency to indicate the level at which these competencies are required in each job role within the organization.

Some experts argue that competencies are unique to an organization and this may be the case with knowledge and experience that are specific to roles. In-depth research carried out by psychologists, global HR consultancies and academics who have published their own competency frameworks and models, however, highlights a number of core competencies common to job roles across all industry sectors. While the language may differ, the competencies related to behavior and cognition that are found across many models include:

- Communication
- Self-management
- Decision making
- Critical thinking
- Analytical and problem-solving ability
- Critical thinking ability
- Leadership (leading teams)
- Strategic thinking
- Managing change
- Influencing
- Planning & organising
- Collaboration.

Organizations that have developed global competency frameworks include the Hay Group¹, SHL’s Universal Competency Framework and the Great 8 Factors², and Korn Ferry’s Leadership Architect™ global competency framework³

Following the results of a 2012 American Management Association’s (AMA) Critical Skills Survey⁴ the 4 Cs of management competencies were identified as the key priorities for employee development, talent management and succession planning: The 4 competencies: critical thinking, communication, collaboration and creativity are widely viewed by many organizations today as the skills for 21st century success They form the basis for core competencies in a number of organizations today.

The SOSIE Manager Report

The report shows the level of fit, to eight key managerial competencies based on the applicant’s responses to the SOSIE questionnaire (measuring personality traits and values in one instrument). Those with desired levels of fit may be more likely to perform better in the role and report higher levels of satisfaction than those whose fit is lower.

The report is designed to offer valuable insight that can add weight to recruitment decisions, as well as personal development & coaching, succession planning, and career counselling interventions.

It is important to note that the SOSIE manager report only measures personality and values related to competencies seen in managers. It is not a universal framework for all roles. Competencies related to cognitive and reasoning abilities such as critical thinking and problem solving can be measured by instruments such as the Watson-Glaser critical thinking assessment and Raven's the Progressive Matrices.

The Eight Competencies of the SOSIE

This report assesses eight key competencies identified as important for success in managerial positions. These were identified via a number of methods, including:

- market and desk research
- analysis of a number of frameworks from other respected providers
- Pearson's employability research
- analysis of the profiles of more than 1,000 managers who have completed SOSIE
- models developed by TalentLens' clients
- input from a panel of experts

SOSIE's Eight Manager Competencies:

Competency	Definition	Individuals with a high level of fit are likely to show a number of the following:
Strategic Vision	Anticipating future developments in business and carefully defining strategies and priorities while considering the long-term consequences are key to successful management. Having a strong drive for achievement, managers create a global and compelling vision for the organization and future business opportunities.	<ul style="list-style-type: none"> • Driven by working in varied environments and enjoy change • A strong desire for success and both the setting and achieving of difficult goals • Comfortable dealing with complex issues and thinking creatively when developing strategies and goals • Place importance on making commitments to strategic goals • Have little interest in short-term goals, preferring to focus on developing long-term strategies
Entrepreneurial Spirit	Managers need to make decisions independently and often quickly, without guidance or existing decision-making procedures, while considering the risks for the company. They must have an inclination for challenge and an entrepreneurial spirit, be action-oriented, and demonstrate managerial courage and personal commitment.	<ul style="list-style-type: none"> • Value making decisions independently • Relish opportunities to influence and have authority over other people • Have a dynamic and energetic management style • Enjoy tackling difficult challenges • Minimize risks by ensuring that courses of action are well thought out • Are not driven by support and encouragement from others and can function in environments where these are not given

Eight Manager Competencies, cont'd:

Competency	Definition	Individuals with a high level of fit are likely to show a number of the following:
Openness to Change	Managers need to be able to adapt their strategies to a variety of different problems and demands. They must often cope with unexpected situations, new environments, and working conditions. They should display a great deal of interest in challenging problems and be open to innovation and diversity.	<ul style="list-style-type: none"> • React positively to change and embrace the prospect of a variety of different problems, demands, situations, and people at work
Ability to Motivate	Managers are required to show an exemplary attitude toward their work and to encourage the same standards in their team, reflecting the culture, values, and goals of their organization. This positive attitude toward team members should foster an environment where they are committed to their work.	<ul style="list-style-type: none"> • Motivate the team by being open-minded and trusting • Value displaying generosity and being attentive to other people's needs • Stand by beliefs and is willing to commit to the culture, values and goals of the organization • Place importance on advancement and success, and is likely to set challenging goals for team members • Place little importance on autonomy and likely to involve other team members in aspects of the job
Organizational Skills	Managers are required to prepare and structure their own tasks and priorities, as well as guide their employees through theirs. They need to rely on systematic strategies to deal with business priorities and achieve agreed upon goals, while managing time and resources efficiently. They organize and deal with team work-flow issues and carry out top-down and bottom-up reporting.	<ul style="list-style-type: none"> • Work at a fast pace and manages time and resources efficiently • Value being organized and systematic and is comfortable structuring the team's tasks, as well as their own • Driven by clear and precise objectives and agreed goals • Can be relied upon to be thoroughly organized in tasks, such as planning their own and subordinates' work, even if the work is not very interesting • Prudent in planning and organizing work. • Not concerned with working independently and willingly shares information with others

Eight Manager Competencies, cont'd:

Competency	Definition	Individuals with a high level of fit are likely to show a number of the following:
Team Management	Managers are required to direct and guide their subordinates' work. They must also control their emotions in stressful situations. They need to be able to convince others of the pertinence and importance of tasks and business objectives by gaining the acceptance and compliance of their counterparts through inspiring them, using compelling and persuasive arguments or exercising authority when needed.	<ul style="list-style-type: none"> • Able to persuade others and influence the team of the importance of tasks and business objectives • Value opportunities to exercise authority over others and is likely to enjoy directing team members • Eager to build positive relationships with team members • Not fazed by stressful situations, is generally calm and even tempered, and in control of emotions • Responsible manager who can be relied upon to fulfil managerial duties that concern team member issues
Communication	Managers are required to communicate constantly with those around them. They have to brief, inform their team and other colleagues, and keep in touch with external clients and business partners. They must be attentive to those they communicate with and establish clear and respectful top-down and bottom-up communication channels to effectively inform and update them.	<ul style="list-style-type: none"> • Comfortable collaborating with key individuals such as team members, colleagues, and clients. • Attentive, tolerant, and understanding in interactions with team members and other key individuals - building relationships and effectively communicating with them • Persuasive and convincing communicator and comfortable talking in front of groups
Personal Resources	Managers often have to cope with limited support, uncertainty, high workloads, challenging objectives and social conflicts. They need to resist the stress and pressure of multiple projects and deadlines, handle frustration well and channel their emotions effectively in order reduce the effects of those influences on their judgment and inner balance.	<ul style="list-style-type: none"> • Cope well with uncertainty and is not stressed by the challenges of having multiple projects and deadlines to manage • Function effectively without receiving help and encouragement from others and should be able to manage conflict situations • Persistent in the completion of tasks, despite facing obstacles • Place little importance on being praised by others and functions effectively when working in situations where praise is not given • Tolerant of others and shows patience

References

- 1 <http://pclkw.org/wp-content/uploads/2013/05/Core-Competency-Dictionary-October-1-2009.pdf>
- 2 <https://www.shl.com/en/c/united-kingdom/universal-competency-framework/>
- 3 http://static.kornferry.com/media/sidebar_downloads/KFLA_Technical_Manual.pdf
- 4 <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/workers-competent-in-four-cs.aspx>