

**A COMPARATIVE STUDY ON COMPETENCY CRITERIA FOR ORGANIZATIONAL MANAGERS AND LEADERS**

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**ABSTRACT**

Present paper aims at indicating that growth in competencies is necessary to become an efficient manager and managers need plans and training on learning methods. Present paper can be considered as an introduction in this regard. The findings on competencies in cognitive, social and emotional intelligence forecast efficiency in professional, managerial and leadership role in many segments of the society. Furthermore, such competencies can be seen and fostered in adults. This paper is a basis for future ones. Despite of broad applications, a few published papers show that there is a relationship between competency and performance. Even, they indicate that one can develop such competency.

**KEY WORDS:** emotional intelligence, intelligence, competency, assessment

**INTRODUCTION**

Today, any organization with almost 300 workers uses a competency – based HR management. Main consultancy companies such as Group, International Aspect Development Company, Personnel Decision Making Company and hundreds of smaller consultative firms and even independent consultants are considered as the players of competency assessment, growth and development throughout the world and so far many applied and academic texts have tested their applications. Many studies have conducted on competency by those advisors who are less patient on frustrating processes of documenting and publishing papers and books. Here, we provide four papers which indicate a relationship between cognitive, social and emotional intelligent and performance in different jobs such as banking executive management, public schools management, R & D managers and military managers. Before addressing each paper, we should know what the competency is.

**Literature review**

What is competency?

The principle of being aware of behaviors, intentions and aims that are related in a given situation is emanated from efficiency anticipation. A performance theory includes a basis for competency concept. Used theory in this method includes a basis probability one. It is imagined that the maximum performance is seen when an individual's capability or intelligence adapts to demands in job and workplace (Boyatzis, 1982). A person's intelligence is indicated by his/her values, attitudes, personal philosophy, knowledge, competency, life stage, career, interests and style. One can expound job demands by roles and tasks. Organizational environment aspects highly impact on competency. They include culture and climate, structure and system, industry maturity and its strategic status as well as religious, environmental, social, political and economic ambiances which involve all the organization.

Published studies in recent 30 years reveal that superior managers, specialists and people in key positions need three behavioral habits and there competencies.

There are three types of competencies which separate top employees in many countries (Kotter, 1982; Howard and Bray, 1988; Campbell *et al.*, 1970; Goleman, 1998 and Goleman *et al.*, 2002). These three categories include:

Cognitive competency such as systemic thinking and paradigm recognition

Emotional intelligence competency including self-aware and self – management

Social intelligence competency including social awareness and relations management

Competencies include a behavioral method on cognitive, social and emotional intelligences.

Present paper provides a more trusted framework to expound human condition. In the meantime, it provides a hypothesis to organize personality and to link it to job performance, Golman (1998) defined “emotional competency”

as a learnt capability based on emotional intelligence which leads into an explicit performance in workplace. In other words, if competency is a main personal indicator which leads into efficient or superior performance (Boyatzis, 1982). then:

Emotional intelligence includes awareness, identification and using emotional information on people which yields into top performance.

Social intelligence includes awareness, identification and using emotional information on people which yields into top performance.

Cognitive intelligence is to think or analyze information and positions which yield to top performance.

In a study on leaders in industry, identified eight leadership competencies:

**Self – management:** it includes ethics, honesty, time management, elasticity, compatibility and development aspects.

**Strategic positioning:** it involves awareness of needs, commitment to quality, managing stakeholders and respecting the society.

**Execution:** it includes planning, guidance and reengineering.

Critical thinking in includes strategic orientations, decision making, analysis, risk taking and innovation.

Communication: it includes clear communications, active listening and written.

Interpersonal: in consists of networking and conflict management.

Leadership: in includes team working orientation, fostering motivation, patience, accepting changes and leadership adaptation.

**Industry knowledge:** it involves all specialized aspects of business and industry (Azar and Latifi, 2008). HR is an important capital for any organization which plays a vital role in acquiring organizational goals. Undoubtedly, HR role is more highlighted by moving from organizational lower levels (simpler jobs) to the head of the hierarchy (more complicated jobs). Job complexity means its challenging nature. One of the features of the job is that it relates to individuals' job performance. Therefore, if managers are assigned in the top of hierarchy who have special capabilities and competencies in addition to general attributes, organizational success in realizing organizational goals will be guaranteed.

Azar and Latifi (2008) assert that the necessity to pay attention to Iranian managers' competencies is felt more than ever in recent years so that based on Chapter 8 of Domestic Service Act approved by Iranian Parliament in 2007), employees job assignment and promotion should be upon confirming their competency and their successful performance in past jobs. However, competency is a term with many definitions. Sometimes, it means competency in doing the expected aspect of a job and other times, it refers to a person's inner capabilities needed to do the right job. Other authors studied competency among stewards and introduced such components as innovation capacity, flexible modus operandi and adaptability with environmental changes. In this vein, introduced such components as team working, stress management and time management as the criteria of competency. defined resource management as one of the most important competencies employees. believes that knowledge is a measure of competency: why to know and how know. In the most comprehensive definition, one can say that competency is the critical factor in organizational survival and as a set of knowledge, skills, personality traits, interests, experiences and job – related capabilities which make the person successful in his job. Studying managerial competencies indicates different classifications and approaches such as categorizations in three fields of knowledge – based, skill – based and value – based competencies apart from functional domains and specialties which should be acquired by managers. Employees in service industries work usually in high – stress workplaces. These organizations need employees with higher adaptability power so that their mental capital will be considered as a competitive advantage for the organization (Beheshtifar, 2011).

Studying and determining managerial competencies in UK Royal Navy by providing four super competencies in an integrated framework under such titles as conceiving competencies, consistency competencies, interactive competencies and entrepreneurship success competencies (Yang *et al.*, 2006) and studying managerial competencies in

Europe was conducted to show the importance of competency by senior and middle managers throughout Europe and in different organizational and environments.

To this 45 features and competencies were rated In another article on designing HR managers' competencies model in Iranian public sector, pointed out that although management competency is emerged and manifested in private sectors and seen less in public sector, some connoisseurs believe it as lever for organizational organizations to concert their internal bureaucracies into efficient and flexible units. Therefore, it is unavoidable to show the needed competencies by managers commensurate to new conditions and local/cultural requirements and designing a competency model for these managers. In their article titled devising managers' needed competencies for a successor building plan, Yazdani *et al* (2012) identifies current leadership competencies. In management perspective, an effective way to promote employees' capabilities is to improve their managerial capabilities.

In another article on studying the impact by emotional, cognitive and social intelligence on HR managers' competencies, assert that intelligent competencies yield into HR value generation through the impacts of management competencies. Therefore, during studying the competencies of job applicants in HR management positions, it is necessary to respect this important point. It is finally recommended to consider the minimum managerial competencies of people due to important effects by HR managers' competencies and then to test HR managers' special competencies after confirming their general competencies and capabilities. Concerning other model of management competencies, one can point out to project managers' competencies development framework in PMBOK. Considering the global indicators of project management, competency units, personal competencies, the competency of impact and penetration, managerial competency, cognitive competency, servicing competency and human services are also considered alongside other managerial competencies. One can point out the model devised by Slowcom et al as another management competency model. In this model, self-management competency (SCM), planning and administration competency (PAC), strategic action competency (SAC), communication competency (CC), team working competency (TWC) and multicultural competency (MCC) constitute the main elements of the model Concerning HR managers' competencies (HRMC), different models are provided some of which address to the competencies and capabilities of HR practitioners. For instance, the model by Giberson points out six components: managerial competencies, communication competencies, general business competencies, mathematical competencies, diversity competencies and ethical – legal competencies Some models particularly address to HR competencies. conducted the longest and biggest study on HR managers' competencies in Michigan University in different period with 20 years (1987, 1992, 1997, 202 and 2007) and provided five models completed and updated overtime. The results of some of the models are tested in other countries; for instance, measuring vital competencies for HR practitioners in Malaysian manufacturing companies based on Ulrich's HR managers' competencies model confirmed all his model except than model devised in 2002 These five models include personal credit (PC), business knowledge (BK), HR technology (HRT), strategic partnership (including culture and change ((CH) competencies) and HR achievements considered as HR value generation competencies (HRVP), organizational structure designing (SD), attraction (A), training and development (TC), performance management (PM), maintenance (M) and reward system (RS). In his article titled a multi-measure approach and integration of training needs based on employees' competencies analysis, attempts to identify employees' training needs based on the insight which is a combination of analyses based on the person, organization and, to somehow, the job (integrative approach). In this study, employees' general competencies are raised and verified by an insight influenced by balanced score card. Then, the loadings of measures are determined, employees' current capabilities are rated and, finally, relevant and training plans and needs are recognized by competency evaluators and by modeling top people in such competencies. In their research, attempted to prove the mediating role for job competencies on the relationship between job management and job satisfaction. In their study titled "conflicts in training experiences and evaluating competencies", determined weaknesses and conflicts in Canadian Marine Navigation training and educational system which was devised by competency – based training and assessment and documented the reasons of its failure. showed the impact by occupation on job development and success).

### Competency and a general theory on personality

Boatzis (1982) provided is an integrated diagram which shows a set of co-center circles to indicate unconscious motivations and moods. They impact and are even impacted by expanding circles of self – image and personal values.

Outer circle shows skill level. Its surrounding circle indicates special observed behaviors. In devising emotional intelligence, Goleman (1995) provided another layer of such integration on personality system. When someone is motivated, his behaviors are observed in relation to a group of competencies impacted or inspired by leadership. indicated that these competencies constitute a set of experiments on social emotional intelligence evaluated by competency questionnaire and recently by ECI questionnaire. Such competencies are shown further when some utilizes human-oriented work philosophy against scientific or realistic one (Boyatzis et al., 2002). Studying and determining managerial competencies in UK Royal Navy found four competencies: cognitive competency, synchronization competency, interactive competency and success building competency. Concerning other studies on managerial competency, one can point out:

In their study on HR managers' competencies in Iranian public sector, Haji Karimi *et al* (2007) assert that although management competency is raised in private sector and less in public one, some practitioners have considered it as lever for governmental organizations to change their bureaucracies into efficient and flexible units. Therefore, it is inevitable to account for managers' needed competencies proportionate to new conditions, cultural and local requirements and devising competency model for such managers. Yazdani *et al* (2012) studied on devising leadership competencies needed for successor building plans and identified desired ones. In terms of management, an effective way to promote employees' capabilities is to enhance their managerial capabilities. In another paper on the impact of emotional, cognitive and social intelligence in HR managers' competencies in Iranian public section, Hajji Karimi *et al* (2007) found that intelligent competencies yield to HR value generation through effects on managerial competencies. Concerning the important impacts by HR managers' competencies, the minimum managerial competencies should be examined and then one should test special competencies of HR managers.

## CONCLUSION

One of the main advantages of competency is that we enter human intelligence which can be devised in adulthood. Although we have expanded awareness on self – competency, the most important efforts are happened in recent 15 years. Several decades of studies on the effects of psychotherapy (Hubble *et al.*, 1999) Self – help plans (cognitive behavioral treatment (Barlow, 1988) training program and pedagogy have all revealed that people can change their behavior, moods and self – imagination. Most studies, however, have focused on one single indicator such as retaining smartness and moderation, reducing special anxieties or a set of indicators determined by evaluation. There are a series of studies, however, that show constant progress in a set of desired behavior which yield into top performance. Only 15 programs are observed in a global survey by the consortium of emotional intelligence research in organizations which indicate emotional intelligence growth. Most of them reveal the impacts on job outcomes such the number of started new jobs or life outcomes such as finding a satisfied job that their ultimate aims is human growth and excellence. However, showing the impacts on outcomes may darken changes in real events. Besides, when a change is observed, then questions are raised on change continuity as the result of short term of research interval. Several published studies which have addressed growth and progress more than one competency indicate 10% promotion and growth in emotional intelligence in next three to eighteen months of training. A series of linear studies in Withered Management School, Case Western Reserve indicate that people can change a complicated set of competencies called social and emotional intelligence competencies and address to separate highlighted factors in management and professions one (Boyatzis *et al.*, 2002). Such growth and promotion would take several years. In this regard, four introduced studies were a part of research procedure. We hope that present paper has motivated new ideas for next studies and applications.

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