

Competency Development

Management & Leadership | Detailed Table of Contents

DURATION 2 days 16 learning hours	DAILY STRUCTURE 8 hours per day	PROPOSED DATES 19–20 November 2026
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Course Objective

Help participants understand competencies as observable combinations of knowledge, skills, behaviours and attitudes, and develop a practical approach to identifying strengths, closing performance gaps and applying targeted development actions. The course connects individual capability with role expectations, team effectiveness and organisational goals.

Target Audience

Managers, team leaders, people managers, HR/L&D; professionals, project leads and employees preparing for expanded responsibilities.

Learning Outcomes

- Explain competency-based development and its value for individual and organisational performance.
- Distinguish core, functional, behavioural and leadership competencies.
- Assess current strengths and development needs using evidence and feedback.
- Create SMART development goals and a practical individual development plan.
- Use coaching, practice, feedback and workplace assignments to strengthen competencies.
- Track progress through observable behaviours and agreed success measures.

Prerequisites

No formal prerequisite. Participants may bring a role description, performance objective or development challenge.

Detailed Course Agenda

DAY 1 Understanding Competencies & Identifying Development Needs		
TIME / DURATION	MODULE & KEY CONTENT	PRACTICAL ACTIVITY
09:00–10:00 1 hour	1. Competency-Based Development: The Essentials Definition of competency; knowledge, skills, behaviours and attitudes; competency versus task; links to performance, career growth and organisational capability.	Competency Sort: classify examples as knowledge, skill, behaviour or attitude.
10:00–11:00 1 hour	2. Types of Competencies and Role Expectations Core, functional/technical, behavioural and leadership competencies; role expectations; proficiency levels; align capability with business priorities.	Role-to-Competency Map: identify competencies needed for a sample role.
11:00–12:00 1 hour	3. Observable Behaviours and Proficiency Indicators Translate teamwork, accountability and strategic thinking into observable actions; define basic, proficient and advanced behaviours.	Behavioural Indicator Builder: rewrite vague competency statements as observable examples.
12:00–13:00 1 hour	4. Self-Assessment and Evidence Gathering Reflective self-assessment; work samples, results, feedback and behavioural evidence; reduce recency and confirmation bias.	Evidence Ladder: identify evidence that would support a competency claim.
13:00–14:00 1 hour	Lunch break —	—
14:00–15:00 1 hour	5. Feedback, 180°/360° Inputs and Development Conversations Sources of feedback; prepare for and receive constructive feedback; ask open questions; confidentiality and psychological safety.	Feedback Triads: practise a development conversation in speaker, colleague and observer roles.
15:00–16:00 1 hour	6. Gap Analysis and Prioritisation Compare role expectations with current capability; identify performance-impact gaps; distinguish urgent from important development needs.	Competency Gap Matrix: map current versus required proficiency and select two priority gaps.

TIME / DURATION	MODULE & KEY CONTENT	PRACTICAL ACTIVITY
16:00–17:00 1 hour	7. Development Options and Learning Transfer Formal learning, coaching, mentoring, job shadowing, stretch assignments, peer learning and deliberate practice.	Blended Development Plan: design learning activities for one competency and explain how learning transfers to work.

Competency Development — Detailed Agenda (continued)

DAY 2 Development Planning, Practice & Measurement		
TIME / DURATION	MODULE & KEY CONTENT	PRACTICAL ACTIVITY
09:00–10:00 1 hour	8. Setting SMART Competency Goals Specific, measurable, achievable, relevant and time-bound objectives; define target behaviours, timelines and evidence of progress.	Goal Upgrade: turn “improve communication” into a measurable development goal.
10:00–11:00 1 hour	9. Building an Individual Development Plan (IDP) Current state, target proficiency, priority behaviours, development actions, support, milestones, evidence and review dates.	IDP Design Lab: draft a one-page plan for a priority competency.
11:00–12:00 1 hour	10. Coaching and Practice for Behaviour Change GROW-style coaching questions; practice loops; observation and feedback; deliberate repetition; opportunities to apply behaviours at work.	Manager–Employee Coaching Role-Play: agree a specific development action for a performance scenario.
12:00–13:00 1 hour	11. Developing Core Workplace Competencies Communication, collaboration, problem-solving, adaptability, accountability, customer orientation and emotional self-management.	Scenario Rotation: respond to workplace situations and identify competencies demonstrated or missing.
13:00–14:00 1 hour	Lunch break —	—
14:00–15:00 1 hour	12. Leadership and Future-Ready Competencies Decision-making, influencing, delegation, change agility, strategic thinking, inclusive leadership and developing others.	Leadership Simulation: make a decision under competing priorities and debrief behaviours.
15:00–16:00 1 hour	13. Measuring Progress and Demonstrating Impact Leading and lagging indicators; behavioural observation; milestone reviews; work outputs and stakeholder feedback; adjust plans using evidence.	Measurement Canvas: define two behavioural indicators and one work-related outcome for an IDP.
16:00–17:00 1 hour	14. Development Review & 30-60-90 Day Commitment Review goals and plans; identify barriers and support; schedule check-ins; create accountability; connect development to team outcomes.	Development Pitch: present the IDP to a partner acting as manager and finalise a 30-60-90 day plan.

Delivery Methodology

Facilitator-led discussions, demonstrations, guided practice, individual reflection, peer feedback, small-group work, role-play and workplace application planning. Activities are practical, inclusive and adaptable to participants' roles.

Assessment & Evaluation

Scenario responses, competency mapping, feedback practice, a completed gap matrix and final Individual Development Plan. Participants leave with actions, measures and review milestones.

Training Materials

Facilitator slides, sample competency dictionary, behavioural indicator worksheet, self-assessment and gap-analysis templates, IDP template, coaching prompts and action-planning worksheet.