



*Training Course:  
Competency-Based Management*

*8 - 12 December 2025  
Milan (Italy)*

## Training Course: Competency-Based Management

Training Course code: HR3017 From: 8 - 12 December 2025 Venue: Milan (Italy) - Training Course Fees: 5500 € Euro

### Introduction

Getting the best from people is a complex and difficult task. It is also the key to running a successful team or department.

The use of competencies can be of great help in understanding behaviour and ensuring that the right people are in the right jobs and the right techniques are used to motivate them. This seminar will show you how to achieve this.

Competencies can be key elements in the following applications:

- The management of values -"walking the talk"
- Leadership development
- Selection criteria and methods
- Talent management and career planning
- Succession planning
- Performance management
- Assessment
- Employee development

The program will discuss and establish opportunities for the use of competencies and provide some ideas for the range of applications. This seminar will build the case for using competencies and show how to develop and apply a competency framework.

### Course Objectives of Competency-Based Management

Participants will learn how to:

- Define a competency and understand the distinction between competencies, skills, and tasks
- Describe how to use competencies in public and private organizations
- Differentiate between Leadership competencies, Technical competencies, and Behavioural competencies
- Link competencies to organizational objectives and values - manage not only what staff do but how they do it

- Use competencies for recruitment and assessment; for development; for talent management; for performance management and for succession planning

## Course Delegates of Competency-Based Management

- Those who are responsible for managing or supervising any type of person, group or team especially in an organization using competencies
- Those who want to learn the skills involved in improving relations at work, improving productivity or improving behavior at work
- HR, ER and Personnel professionals who are responsible for the design and delivery of competency-based HR programs

## Course Benefits of Competency-Based Management

- The seminar will be of value to anyone with an interest in the management of people and/or with an involvement in the introduction or maintenance of a competency framework.
- It will be of interest to those who wish to learn about competencies for the first time and those who wish to refresh established knowledge.
- As a result of attending the course, a delegate will be able to assist his/her organisation to gain the advantages that come from using competencies.

## Course Results of Competency-Based Management

- This seminar is designed to help the organization understand the advantages that can be gained from the use of competencies.
- The result of sending delegates will be that the organization will be able to improve the effectiveness of their systems in the critical areas of HR policy.
- The importance of getting the best of people can never be underestimated and this program will help organizations get the policies right.

## Course Outlines of Competency-Based Management

### Day One

#### The Links between HR and Competencies

- What are competencies?
- What support should managers, team leaders, and supervisors get from HR?
- And what should they take responsibility for themselves?

- Values, Strategy, and HR
- Different methods of developing a competency framework - behavioral event interviewing, repertory grid interviews, top management judgment, focus groups
- Getting “buy-in”
- An HR Management Framework Based on Competencies
- Technical, Behavioural and Leadership Competencies

## Day Two

### Competencies and Recruitment

- Competency design - definitions, negative indicators, positive indicators
- Recruitment and Selection
- Adapting a competency framework for use in recruitment
- The use of assessment centers in recruitment
- Examples of Assessment Centres used in Further Education in the UK
- Induction, orientation, and personal development

## Day Three

### Performance Management

- Using competencies in performance management
- The four stages of performance management - agreeing on objectives, giving feedback, coaching, appraisal
- Termly reviews of performance
- Links to pay
- Introducing a performance management process:- consultation, communications, training, and alignment

## Day Four

### Talent Management

- Attracting the right talent
- Competency-based Career Planning

- Management Succession
- Succession Planning
- Competency-based Training and Development

## Day Five

### Shaping Behaviour and Managing Culture

- The development of values and the link to competencies
- Motivation
- Extrinsic and Intrinsic Reward
- Empowerment and Accountability
- Right-sizing
- Self Assessment
- 360 degree feedback

## Registration form on the Training Course: Competency-Based Management

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€ Euro

Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

### Delegate Information

Full Name (Mr / Ms / Dr / Eng): .....  
Position: .....  
Telephone / Mobile: .....  
Personal E-Mail: .....  
Official E-Mail: .....

### Company Information

Company Name: .....  
Address: .....  
City / Country: .....

### Person Responsible for Training and Development

Full Name (Mr / Ms / Dr / Eng): .....  
Position: .....  
Telephone / Mobile: .....  
Personal E-Mail: .....  
Official E-Mail: .....

### Payment Method

- ☐ Please find enclosed a cheque made payable to Global Horizon
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### Easy Ways To Register

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