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MANAGEMENT BY COMPETENCES AND ITS RELEVANCE FOR ORGANIZATIONAL IMPROVEMENT

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Abstract: Today is characterized by complex human, social and economic relations, by the dynamism, competitiveness and fluidity of markets and by increasing technological advances. Companies need to improve their ability to adapt in order to offer products and services to increasingly diverse and demanding customers, as well as improve their management practices to obtain competitive advantages. Consistently knowing what they do, understanding the importance of employees, considering the need to develop internal institutional capabilities and develop strategies that allow them to meet their needs is an essential condition for organizations. In this context, competency-based management presents itself as a highly valuable instrument for companies to develop and combine knowledge, skills and attitudes (at a human/professional level and at an organizational level) in order to enable the achievement of their objectives. Through bibliographical research, comprising sources between the years 2001 and 2019, this work presents concepts and reflections on the current scenario of companies' operations, skills, management by skills, mapping of skills and the benefits that can be achieved through the appropriate use of competency management, which can effectively contribute to achieving organizational success. Finally, the importance of commitment and continuous institutional effort is highlighted so that competency-based management fulfills its purpose.

Keywords: Skills. Management by Competences. Competency Mapping. Organizational Improvement. Organizational psychology.

INTRODUCTION

Contemporary times are characterized by the complexity of human, social and economic relationships, by rapid changes in an increasingly fluid, dynamic and competitive market and by the constant improvement of technologies. In this scenario, adaptability is an essential condition for organizations to be able to offer their products and services to an increasingly demanding and diverse public, in addition to allowing the improvement of management practices in order to obtain competitive advantages over the competition. To achieve this goal, companies need to know in depth what they do, define strategies consistent with their needs and make effective efforts to achieve them. Understanding the new work configurations, the importance of employees in achieving the goals and objectives set and the need to develop institutional capabilities that support practices that optimize existing resources, in line with customer demands, are issues to be addressed in high regard. From this perspective, competency-based management presents itself as an important instrument for institutions to improve their performance by combining knowledge, skills and attitudes (both at a human/professional level and at an organizational level) in a synergistic way, in order to concretely enable their strategies.

The present work seeks to present some concepts and reflections about the contemporary scenario in which organizations operate, competencies, competency-based management, competency mapping and the benefits that competency-based management can bring to companies, using research of a bibliographic nature comprising theoretical frameworks in the fields of Management and Organizational Psychology. By consulting scientific articles in Portuguese and English and books in Portuguese, in databases such as SciELO Brasil and in specialized magazines and periodicals between the

years 2001 and 2019, the aim is to verify the relevance of management by competencies for organizations, the role of skills mapping as a relevant tool in skills management and some of the main benefits arising from the use of skills management by institutions. Far from being intended to be finalistic, this study aims to be a contribution to research related to competency-based management, which can enhance managerial activities and contribute to efforts to improve and continuously improve organizations, enabling the obtaining and consolidation of advantages competitive, essential for the success of companies.

COMPETENCIES, COMPETENCY MANAGEMENT, COMPETENCY MAPPING AND ORGANIZATIONAL IMPROVEMENT: CONCEPTS, INTERRELATIONSHIPS AND REFLECTIONS

The current configuration of social, economic and technological relations is characterized by complexity, fluidity and mutability. In this context, organizations need to adapt quickly to the demands of their customers, who are increasingly diverse and demanding, as well as to a highly competitive and dynamic market. Amorim and Silva (2011) highlight that contemporary organizations seek to improve the performance of their functions with the aim of enhancing the efficiency of their productive capacity and organizational effectiveness (in an effort to increase the company's lifespan in its market), which requires a constant process of adapting to new production methods and techniques and constant review of its strategies (to maintain its customer base and explore new market possibilities). According to Amorim and Amaral (2011), the traditional model of organizing work and managing employees under the focus of control strategies must

give way to replacing the position with the person as the basic management unit, seeking to identify the necessary skills and those that need be developed for effective performance, combining them with the strategic objectives of organizations.

Medeiros (2007) highlights that work today no longer concerns a set of simple tasks related to the position, but becomes a direct expansion of the competence that the professional uses in the face of increasingly complex and changing work situations. Today's companies, aiming to gain a competitive advantage over their competitors, must seek professionals who not only have technical knowledge, but who have attitudes and skills consistent with institutional objectives, values and strategies. Amorim and Amaral (2011) point out that, under this approach, reflection regarding the best method for managing people comes to the fore, as employees become an important asset for organizations to achieve success in the globalized world. Institutions need to retain professionals in their staff who have the skills necessary to carry out activities in the best possible way, which contributes to organizational development as a whole. Therefore, knowledge about skills and their management must be part of the reality of companies that aim to be successful.

The word competence, in popular use, usually refers to the ability or dexterity to carry out some activity. Amorim and Silva (2011) state that from the seventies of the 20th century onwards, the term competence, within the scope of Administration, began to be used to indicate social recognition to those who stood out in terms of proficiency in responding on a given subject. Fleury and Fleury (2001) highlight that David Clarence McClelland, through academic work published in 1973, began discussions about competence among administrators and psychologists in the United States of America, differentiating it from the

concepts of aptitudes, abilities and knowledge. During the 1980s, Fleury and Fleury (2001) emphasize that Richard Boyatzis, when checking data on studies involving the theme of managerial skills, identified characteristics and traits that, in his view, determine superior performance, characterizing competence as a set of knowledge, skills and attitudes that support this high performance. In France, debates about skills emerged in the 1970s following discussions about qualifications and professional training; in the 1990s, French debates about the concept of competence expanded beyond the idea of qualification and, according to Fleury and Fleury (2001), Philippe Zarifian points out that the competence model for company management emerges from the modifications arising in the world of work.

Brandão and Bahry (2005) emphasize that competencies can be classified into two types, human or professional competencies (related to individuals and small teams) and organizational competencies (which concern the entire organization or one of its units). The term competence can be used to qualify the individual capable of carrying out their activities with dexterity, using knowledge, skills and attitudes (Amaral, Garcia, Faria & Aliprandini, 2008). This definition highlights human competence as a comprehensive term (where its constituent elements interrelate to provide adequate performance of activities) and which is not limited to an immutable or stagnant state, but points to the need for improvement and constant learning. Abbad et al (2013) point out that skills are the products of individual learning. Knowledge is related to knowing about something, skills are related to the dexterity or technique of knowing how to do something and attitude is related to the predisposition to do and act. Fleury and Fleury (2001) designate competence as a recognized and responsible action that

involves mobilization, integration, transfer of knowledge, skills and resources, in order to add economic value to the company and social value to the individual. Brandão and Bahry (2005) point out that the description of a competence must be carried out in a systematic way, through a verb and an action objective, in order to express a desired behavior or performance (indicating what one must be able to do), and may also contain a condition related to such performance and a criterion that manifests a quality standard. Bomfim (2012) states that the study of professional skills by organizations allows them to identify the development of their employees and evaluate them.

With regard to organizations, competencies must provide enhancements and improvements, leading to an increase in the company's economic value, actions that contribute to institutional development and the construction of competitive advantages. Organizational skills relate to the ability to combine knowledge and resources, aiming to offer products and services that meet the needs of increasingly demanding customers. Amorim and Silva (2011) point out that organizational skills are essential for adequate business development and competitiveness, and must be taken into consideration, in the management model adopted. Medeiros (2007) highlights that the company has organizational competencies located in several areas, and that some, called essential competencies, differentiate it and are not made available by the competition, which provides a sustained competitive advantage. It is worth noting that human or professional skills generate and consolidate organizational skills and it can be said that there is interdependence between them, so that the learning of individuals provides the improvement of organizational practices and the company's repertoire influences the practices of its professionals. .

Fleury and Fleury (2001) emphasize that it is through learning processes that the company develops the skills necessary to execute its business strategies.

Based on the notes on the chronology of studies related to competence, the basic types of competences and their importance for companies, it is worth highlighting some conceptual frameworks regarding management by competences and its importance for organizations. Competency management is a continuous process that is based on the institution's strategy to direct efforts towards capturing and/or developing the skills necessary to achieve organizational objectives (Bruno-Faria & Brandão, 2003). Montezano, Medeiros, Pinheiro and Oliveira (2019) understand the concept of management by skills as the execution of people management practices using skills to achieve organizational results aligned with the strategy. Managing competencies is part of the organizational management system, where the aim is to obtain competencies that are not yet part of the company's repertoire, as well as maintain and develop existing ones, in order to achieve, through a structured effort, the objectives outlined in the strategy. institutional.

The use of a competency-based management model serves the purpose, according to Bomfim (2012, p.54), "of creating an environment for continued training to become reality". The competency-based management model concerns a management process that seeks to capture, improve and maintain beneficial knowledge, skills and attitudes at work, through a competency assessment aimed at identifying existing strengths and weaknesses in employees (Bomfim, 2012). In relation to the competency-based management process, Guimarães, Borges-Andrade, Machado and Vargas (2001) state that it begins with the design of the

organizational strategy, where the company's vision, its business focus and the management model are defined; based on these elements, the company would diagnose its essential competencies, which would allow it to define objectives and performance parameters at a macro level; based on the identification of essential competencies, the organization would identify human competencies, which would support the decision-making process regarding the improvement of internal procedures or the need for hiring and development of external competencies; the previous steps would lead to the elaboration of plans at an operational and management level and their corresponding performance indicators, enabling the remuneration of teams and individuals; Finally, monitoring and evaluation actions would enable feedback on the entire competency-based management process.

Within the scope of skills management, it is worth highlighting the importance of actions related to the diagnosis of essential skills for the company and human skills. To carry out these activities, skills mapping is an important tool. Skills mapping, according to Carbone, Brandão, Leite and Vilhena (2006), aims to identify the skills gap, understood as the disparity between the skills required to implement the business strategy and the internal skills already available in the organization. Brandão and Bahry (2005) describe the stages of the skills mapping process, highlighting that, firstly, the professional and organizational skills required to achieve the company's objectives are identified (using documentary research to analyze the mission, vision and other elements related to institutional strategy); Next, data is collected from key individuals in the organization, where it is possible to compare the data obtained with the previously carried out documentary research (highlighting

that various methods and techniques can be used to carry out the research, such as observations, structured questionnaires, focus groups and interviews); Continuing with the mapping, an inventory of existing intra-organizational competencies (usually identified through the use of performance assessment instruments) must be carried out, as through this procedure it is possible to identify the gap between the necessary and available competencies; Once the skills gap has been mapped, the organization is able to prepare and undertake the capture and/or improvement of professional skills, seeking to reduce this gap; Finally, by completing the previous steps, the company can reward employees who fully demonstrate the skills required to achieve organizational objectives.

The adoption of the competency-based management process by organizations, as well as the use of competency mapping to identify the company's essential competencies and survey those that are already contained within it, can provide several benefits, since the The institution's own management model needs to be reviewed and improved in order to obtain the widest possible range of advantages. It is necessary to clearly define what the institution wants to achieve by carrying out its activities, reflect on its purpose in the market, verify and possibly review the organizational strategy (and, consequently, the vision, mission and objectives outlined), in addition to the identification and coherent recording of the company's actions, making it possible to know what it knows how to do and what it needs to know so that it can successfully carry out its purpose.

It is necessary for managers to keep a close eye on employees, identifying their knowledge, skills and attitudes, in addition to knowing the points that need to be improved by these professionals, to systematically and permanently guarantee the development and

education of the body. functional. It is also necessary to retain talents (through adequate retribution for their performance and the promotion of the most varied practices to value individuals) and capture those who can contribute to maximizing organizational skills. The improvement of processes and techniques in the most diverse sectors of the company, in order to enable the effective use of human and organizational skills to support management practices aimed at offering goods and services that meet the demands of increasingly demanding customers (thus enabling the creation and consolidation of competitive advantages in the market), is certainly one of the relevant positive results that can be achieved through competency-based management. When considering competencies as elements that crystallize in the present the efforts made to carry out activities (through the appropriate application of knowledge, skills and attitudes), in addition to being clear that as new needs and changes arise in the market, it is possible that existing competencies have to be improved or new competencies are required, organizations understand in practice that competency-based management demands continued effort, organically supported by business strategies. This way, this management modality proves to be convenient for achieving organizational success in a dynamic and fluid business scenario such as today's.

FINAL CONSIDERATIONS

This work sought to present some concepts and reflections related to the current scenario in which organizations operate, skills, management by skills, mapping of skills and the benefits that management by skills can bring to companies, highlighting relevant points for these themes, aiming to provide a general overview of academic production related to them. Emphasis was placed on the

benefits arising from the use of competency-based management and how this management instrument has implications for the company as a whole, requiring, when necessary, revisions regarding its strategies and actions, a careful and structured look in relation to employees (notably in relation to its potential and competencies), improvement of internal processes and a realistic view of the market in which it operates. It is important to emphasize, finally, that competency-based management

requires commitment and continuous effort from the entire management structure so that excellence can be achieved with its use.

It is worth highlighting that the present work aimed to contribute to the academic discussion based on the benefits that competency-based management can provide to organizations, given the need to improve business policies and practices in search of effective performance in such a demanding, diverse market and dynamic like the current one.

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