



THE JANUS PERFORMANCE MANAGEMENT COMPETENCY LIBRARY



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Introduction to the Janus Performance Management System

The Janus Performance Management System encourages organizations, teams and individuals to invest their own effort in researching and developing their core competencies (and to do this important task with as much care and commitment as possible). However, to help make this an easier exercise, a 'library' of 36 competencies is provided and described in detail in this booklet.

What is a competency?

A competency is simply a 'blend' of knowledge, skills experience, behaviors and the types of organizational values that create an appropriate mind set to contribute what is necessary for an individual (or a team) to be successful in the enterprise. In addition, in theory at least, a competency is built over many years of work experience, training and general practical application until it finally become intuitive.

Organizations and leaders of teams need to carefully determine the key competencies that define the business they are in and the vision that they have which will keep them viable and fulfill their aspirations for the future. hence, the key competencies should become the means by which the enterprise achieves its goals or carries out its mission.

It is not enough however, to just identify a number of broad and general competencies. Instead, they need to be broken down into their simplest form so that the different levels of expertise required to achieve on-the-job targets can be applied in a practical sense. For this reason, the Janus system provides a whole suite of competencies that are likely to be useful to most organizations.

How competencies underpin an effective performance management system

It does not make sense to try to appraise or develop good performance when everyone has a different picture of what effective or successful performance means for the organization. It is only useful to talk about performance appraisal in the context of the competencies that an enterprise needs to appraise to achieve its organizational goals. In addition, it is only when an individual's competencies feed into the achievement of organizational goals that the performance management system can become fully aligned, streamlined and strategic in the contribution that it makes. To focus on results without identifying the competencies that achieve those results is to leave yourself as a manager and your employees in the dark when it comes to developing better performance as a consequence of appraising it.

The key competencies you identify for your enterprise need to be simple, powerful and realistic. They need to be sufficiently broad and responsive to further development to embrace a full range of ever-increasing skill – from the first novice efforts to perform a simple task, through purposeful and competent execution to finally reach full expertise. In other words, they need to reflect the complexities we take in our stride as we develop expertise over time.





Using the Janus Competency Booklet

To help develop people that can best achieve long-term enterprise strategies, a library of core competencies have been identified (listed in alphabetical order below). Ideally an individual or team will select a minimum of three and a maximum of ten competencies that describe the skills and behaviors that are important to achieve future success.

Janus 36 Core Competencies

1. Analytical skills
2. Anticipation/proactive thinking skills
3. Attention to detail
4. Change handling skills
5. Coaching ability
6. Commercial awareness ability
7. Communication skills
8. Cost consciousness
9. Creativity/innovation skills
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36. Written communication skills

Each of the above competencies is explained in subsequent pages of this booklet.





The Janus 36 Core Competencies

ANALYTICAL SKILLS

Analytical skills looks at your ability to evaluate large or complex situations in a logical and systematic way and to identify the most critical issues and factors that need to be dealt with. This category asks the question "To what extent do rapidly identify significant information through the use of a careful and structured analysis approach?"

ANTICIPATION/PROACTIVE THINKING

Anticipation/Proactive Thinking skills looks at your ability to maintain a conscious awareness of events and situations around you and to take action to be ready when you see change on the horizon. This category asks the question "To what extent do you regularly reflect upon what might happen in the future and make small adjustments now to be as well prepared as possible?"

ATTENTION TO DETAIL

Attention to Detail looks at your ability to manage the work of yourself and others to ensure that it is fit for purpose and free from error. This category asks the question "To what extent do you try to create high levels of accuracy in your work and make sure that smaller or apparently less significant (but important) requirements are not forgotten?"

CHANGE HANDLING SKILLS

Change Handling Skills looks at how well an individual anticipates and plans for future change and manages themselves and others to handle it well. This category asks the question "How effectively do you manage personal and widespread change to actively steer the process to positive and beneficial ends?"

COACHING ABILITY

Coaching Ability looks at the extent to which you help people to "face up" to their personal issues and/or problems as a means to starting their journey to dealing with them successfully. This category asks the question "How successfully do work with people to create an honest appraisal of their potential shortfalls and encourage new thinking and strategies to overcome them?"

COMMERCIAL AWARENESS

Commercial Awareness looks at the extent to which this individual looks to build long-term value by tackling their business responsibilities in a highly focused, customer driven, and well-controlled way. This category asks the question "How effectively and efficiently does this person ensure that commercial value is created and maintained for both the customer and for the organization?"





COMMUNICATION SKILLS

Communication Skills looks at the extent to which an individual communicates with economy and clarity, and remains open to feedback. This category asks the question "How well do you design and send your message and attentively listen to people's responses in order to adjust?"

COST CONSCIOUSNESS

Cost consciousness looks at the extent to which you ensure that you remain constantly aware of the need to ultimately generate more income than expenses in all of your efforts. This category asks the question "How effectively do you ensure that all of your activities add value by either lifting potential revenue or reducing/controlling costs?"

CREATIVITY/INNOVATION SKILLS

Creativity/Innovation Skills looks at how well an individual creatively draws together disparate information to arrive at robust and clear decisions or courses of action. This category asks the question "How challenging and /or innovative is your approach in processing different or conflicting data to make sense of it and act upon it wisely?"

CUSTOMER FOCUS

Customer Focus looks at the extent to which the individual has an 'environmental radar' tuned to competitors, the market and customers to guide their day to day actions. This category asks the question "How well does this person listen to external sources of information, and work across functions, departments and teams to help offer service excellence to customers?"

DECISION-MAKING ABILITY

Decision making ability looks at how well you maintain focus on the results or goals that matter or are important and take crisp and clear decisions that help yourself and others to move forward positively. This category asks the question "How well do you distinguish between what is important and make high quality decisions that yield the best possible results in the circumstances?"

DELEGATION SKILLS

Delegation skills looks at the extent to which this individual empowers colleagues and team members to take responsibility for major decisions and be creative and challenging in offering their input. This category asks the question "How successfully and genuinely does this person delegate responsibility and invite individuals to collaboratively contribute to major decisions and demonstrate their initiative in doing so?"





DEPENDABILITY

Dependability looks at your ability to be seen as reliable, steady, responsible and committed in relation to everything you do for yourself and others. This category asks the question "To what extent do people see you as someone upon whom they can rely and trust to meet their commitments and follow through?"

DIVERSITY FOCUS

Diversity Focus looks at the extent to which this individual appreciates the views, suggestions and beliefs of those people that are quite different in a variety of ways. This category asks the question "How much does this individual invest their time and energy in recognizing and taking positive advantage of the broad range of human diversity?"

DRIVE/MOTIVATION SKILLS

Drive/Motivation Skills looks at the extent to which you personally encourage people to give of their best and inspire yourself and the team to maintain the momentum of necessary effort and commitment despite any obstacles along the way. This category asks the question "How well do you find creative ways to challenge yourself and others to work hard towards a target, and help them to overcome any hurdles when 'the going gets tough'?"

EMOTIONAL INTELLIGENCE

Emotional intelligence looks at our capacity to recognize, understand and harness our own feelings and the feelings of others. This category asks the question "How intelligently aware and controlling is the person of their own emotional reactions and of those around them?"

EMPATHIZING ABILITY

Empathizing Ability looks at the extent to which you create a positive climate for a coaching communication and demonstrate an understanding of the other person's viewpoint and feelings. This category asks the question "How well do you build a spirit of trust and sincerity in order for people to feel that you identify with them and their feelings and issues?"

EMPOWERMENT ABILITY

Empowerment ability looks at the extent to which you give people the freedom or the room to determine how they might go about achieving a personal goal or challenge. This category asks the question "How well do you create a climate of trust in which people feel that they can take risks and make mistakes to learn to do things in a better or a different way?"





FEEDBACK GIVING & RECEIVING SKILLS

Feedback Giving and Receiving looks at the extent to which you are able to successfully offer constructive feedback to, and are able to accept direct feedback from others. This category asks the question "How open are you to offering candid feedback to others in a constructive or helpful way, and how capable yourself in accepting coaching or guiding communications from others?"

LEADERSHIP ABILITY

Leadership ability looks at the extent to which an individual trusts, coaches and guides people to influence and control of their own destiny, through their own efforts. This category asks the question "How well do you lead individuals and teams to feel that the consequences of their actions are their own?"

LISTENING SKILLS

Listening skills looks at the ability to both hear and understand other people, and to quickly discover their full communication or message. This category asks the question "How well and attentively do you listen to understand other people and help them to successfully transfer true meaning to you?"

PLANNING AND ORGANIZING

Planning and Organizing looks at your ability to build balanced and comprehensive strategies to achieve your goals through careful preparation and organization. This category asks the question "How well do you orchestrate yourself, the resources and time available to you, and the people around you, to give yourself the best possible chance to achieve your objectives successfully?"

PERCEPTION AND JUDGEMENT SKILLS

Perception and judgement skills looks at the extent to which you effectively synthesize what you see, hear or sense in order to form a clear view of what may be viable and practical as a cause of action. This category asks the question "How well do you assimilate information and interpret what you experience to make good sense of it to make a decision?"

PERSISTENCE/PERSEVERANCE

Persistence/perseverance looks at the extent to which an individual tenaciously stays on track and maintains a persistent focus on their goals. This category asks the question "How relentlessly do I pursue my targets even in the face of challenge and/or adversity?"





PRESSURE MANAGEMENT SKILLS

Pressure management skills looks at your ability to keep calm and stay focussed when the pressure is on or a crisis occurs. This category asks the question "When all around you are losing their heads, can you keep yours?"

PROBLEM SOLVING ABILITY

Problem solving ability looks at your skills in finding appropriate methods and means to analyze people's concerns or situations and to suggest potential avenues to explore that may provide a solution. This category asks the question "How well do you provide people with a useful contextual framework to think about their problems and issues and guide them towards possible answers?"

QUALITY FOCUS

Quality focus looks at the extent to which you understand the steps or 'flow' of processes or planned sequences of work, and make sure that they deliver their intended outcomes to the customer on a consistent basis. This category asks the question "How effectively do you measure or track key organizational quality processes to ensure that they conform to expectations as much as possible.

RESULTS FOCUS

Results Focus looks at the extent to which you maintain a firm eye focus on useful output results and outcomes and not just input activity and misdirected effort. This category asks the question "How tough are you on yourself and others in only accepting outcomes that add real value or represent measurable achievements, that can be recognized and rewarded accordingly?"

SAFETY FOCUS

Safety focus looks at the extent to which you appreciate the dangers and potential problems that may exist in your workplace on a day to day basis and seek to minimize their impact. This category asks the question "How well do you understand the likelihood of hazards and actions causing safety difficulties and the possible consequences of these risks in order to do something about it?"

SELF DEVELOPING SKILLS

Self Development Skills looks at how well this person looks to the future and manages their own development to ensure that their performance is optimal, now and into the future. This category asks the question "How effectively do you engage in continual learning and development to keep enhancing your personal capability and performance?"





STRATEGIZING ABILITY

Strategizing ability looks at the ability to identify a credible destination and indicate how to get there in a clear, straightforward and simple way. This category asks the question " How clearly, credibly and unequivocally do you develop strategy to help people to travel with you and to stay on track?"

TAKING INITIATIVE AND RESPONSIBILITY

Taking Initiative/Responsibility looks at your ability to stand up and be counted to find an appropriate solution and for taking the necessary action without any prompting. This category asks the question "To what extent are you prepared to be personally accountable and take initiative when issues and problems arise, and before you have been asked to do so?"

TEAMWORK ABILITY

Teamwork Ability looks at the extent to which this person works well with others, harnesses different skills and experience and builds a strong sense of team spirit. This category asks the question "How well does this individual build a shared commitment to chosen courses of action, solutions, goals and strategies for the future?"

TECHNOLOGY APPLICATION SKILLS

Technology application skills looks at the extent to which the latest and most up to date technology is considered, reviewed and applied to help make work processes quicker, more efficient and more effective. This category asks the question " How effectively does this individual think about the opportunity to apply various kinds of technology to improve processes and yield a better future result or outcome?"

TIME MANAGEMENT ABILITY

Time management ability looks at how well you generally maintain a healthy equilibrium in your life. This category asks the question "How effectively do you control your time to achieve a 'good' balance between work and leisure?"

WRITTEN COMMUNICATION SKILLS

Written communication skills looks at communication with others in written form in a way that is clear, concise and entirely appropriate to each circumstance. This category asks the question "To what extent do you adopt or vary your written communication style to best meet the needs of a particular audience?"



COMPETENCY DETERMINATION WORKSHEET

Using the following page to identify the core competencies that an individual or team of people may need to develop in order to be successful in their jobs or in trying to achieve particular goals. use the list of 36 competencies below to select the most relevant competencies (choosing a minimum of three and a maximum of ten). use the space at the right of the page to make any particular notes that relate to the person or team in question or to indicate any specific levels of expertise that need to be attained in the selected competency areas.

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THE JANUS PERFORMANCE MANAGEMENT SYSTEM



The Janus Performance Management System is a fully integrated suite of materials (both paper based and electronic with software and Internet base) to help individuals, teams and whole organizations (however small or large they may be) to set effective performance goals, build competency standards and then conduct an effective appraisal (progressively and at the end of an annual review cycle). The system provides a comprehensive step by step approach for both appraisees and appraisers, with notes, coaching guides, forms and templates, all contained within the three binder package. In addition, individuals and managers can use the Janus Internet system to manage the whole process, including the utilization of competency based questionnaire profiles (Self, 180 degree and 360 degree). Because the Internet based system is designed in an open architecture way, the scope for substantial customization or tailoring to individual needs is extensive.

MANUAL 1: INITIATING AND MANAGING THE PERFORMANCE MANAGEMENT PROCESS

The first module in the Janus performance management system provides a navigational guide to the whole process (in words and diagrammatically). This guide also explains how the Janus Performance Management System can be tailored to match individual needs in developing the competencies that are most relevant to a particular role (generating a full assessment questionnaire as well as forms and discussion guideline booklets to utilize).

As with any good appraisal system, there are a number of components that need to be in place in order for people to feel positive about the experience. As such, during the course of an appraisal review cycle, supervisors and managers need to ensure that individuals are guided to achieve the best possible results. Because this involves well developed skills in the area of Goal setting, coaching, as well as feedback giving and receiving, this manual provides a range of support materials to help perform this often difficult task with a high level of expertise.

MANUAL 2: END OF CYCLE PERFORMANCE DISCUSSION, CAREER AND ACTION PLANNING

Performance management systems generally have at least two major goals. To help individuals to achieve specific objectives and to help them to develop their skills and abilities at a personal and/or professional level. The second goal involves not only short term but long term development over a the whole career that an individual would like to

have or one that is seen to be possible by an organization. Once again, the Janus system provides a comprehensive step-by-step planning design system to manage this process well. In addition, an effective performance management system inevitably asks appraisers and appraisees to complete a range of standard forms and templates in order to record review discussions and to note specific future action plans. Janus not only provides a suite of goal setting and appraisal forms and templates to help this action planning process (which can be freely copied) but also helps to ensure that all written documents are written in plain language, are complete and easy to use.

MANUAL 3: COMPETENCY GUIDE & COACHING TIPS

The Janus system is designed around a core set of thirty six competencies that apply to a greater or lesser extent to all job roles. Managers and individuals select as many as up to ten of these competencies in relation to a particular job role and this then operates as a personalized performance management system and questionnaire that is used at the core of the process. This manual contains a guide to the Janus competency system and all 216 coaching tips (6 per category).

FEATURES AND BENEFITS

The Janus Performance Management System is a comprehensive and integrated performance management package that includes the following components:

- A structured goal setting module
- A full suite of coaching and feedback materials
- A wide array of appraisal action templates and forms
- A full career planning and development module
- A guide to handling unacceptable performance
- A full color set of generic appraisal preparation and discussion guidance forms
- A full suite of core competency descriptions (36 in total)
- A full suite of coaching tips (216 full pages)
- A full self, 180 degree, 360 degree Internet and software based appraisal system with full and detailed output reporting capability
- A full and automatically generated set of interview, coaching and discussion guide notes and templates
- A freely accessible web site containing all support materials (including over 90 articles on performance management)