

Competency Web: For dialogue on competency development needs

When managers and employees have had a dialogue (e.g. in connection with [group/team development dialogues](#) and after using the [Impact Map](#) tool) about the strategic needs for competency development in the unit, the next obvious step is to work with a competency web:

- ✓ Which competencies do we need to strengthen in the future? (in the example below: using EDRM, project management, web design, etc.)
- ✓ What competencies do we already have – and which ones do we need to develop?

Issues to be aware of

- ✓ The tool is not designed for comparison: Competency assessment by a manager or employee is not objective; it's an assessment.
- ✓ The tool is best used in groups and therefore not at an individual level:
Whether you are a manager or an employee, you may feel exposed or vulnerable assessing your own competencies.
- ✓ More than one competency web may be needed in the same department/unit.
- ✓ The dialogue must not suggest a link between low self-assessment and, for example, salary negotiations, possibilities for promotion, etc:
- ✓ The purpose of a competency web is *only* to assess which competency development makes strategic sense in the department/unit.
- ✓ Note that the competency web could identify competencies that are not in demand: Does this lead to loss of motivation in the manager or employee?

