



# THE COMPETENCE LEVERS

## Manager Discussion Agenda

### RESOURCES

- The Meaningful Competence® Toolkit Training System
- The Competence Levers Worksheet
- The Competence Levers Example: Four-Level Competence Development Plan
- Paper: The Secret Strategy for Developing Competence—The Four Leverages to Competence

### AGENDA

1. Discuss the following:
  - a. The definition of competence.
    - The consistent, efficient display of a valued contribution to an organization or a society.
  - b. The description of each leverage.
    - i. Clarity
      - Agreement on assignments, expectations, Value-Added Outputs, current status, and other decisions that define an employee's success.
    - ii. Motivation
      - The values, confidence, emotions, and beliefs that influence employees to start an activity, persist in the activity, and invest enough mental effort to succeed in the activity.
    - iii. Skills
      - The know-how and physical ability to carry out tasks that produce expected results, often within a given amount of time.
    - iv. Resources
      - The training, systems, tools, finances, job aids, information flow, supporting structure, and other elements that employees interact with to perform their job.

2. Review and Refine the Leverages.
  - a. Review and refine the leverages of Clarity, Motivation, and Skills based on the questions provided with the worksheet.
    - i. Ensure alignment between the opportunity statement and each leverage.
  - b. Brainstorm a list of resources.
    - i. Verify the alignment of Resources with the leverages of Clarity, Motivation, and Skills.
    - ii. Evaluate the likelihood of the organization providing or supporting the Resource.
3. Discuss the expected impact of the plan.
  - a. Refer back to the Relevant Business Results, Value-Added Outputs, and Opportunity Statement associated with this plan.
  - b. Discuss how the resources will lead to improvement of the Relevant Business Results and Value-Added Outputs and fulfill the opportunity.