

## Client Stories

### Competency Models

Companies use competency models to help them identify and develop, with appropriate human resources programs, the essential skills, knowledge and personal characteristics required for successful business performance.

CRH developed competency models in the following situations:

#### 1. “Leadership Competency Model”

For the world’s largest nutrition group, CRH and the group’s Project Manager designed a “Leadership Competency Model”. It was a set of key behaviours designed to support the development of the group’s Top Talent (approx. 5000 employees). Main benefits were:

1. Created the worldwide framework to develop leadership behaviours of the group’s future senior managers
2. Became the backbone of the group’s “Management and Leadership Principles”

#### 2. “Competency Catalogue”

Following an acquisition, through which a chemical company tripled its workforce to 4000 employees, CRH designed a “Competency Catalogue” to promote the company’s new culture and values. A set of 12 key behaviours grouped in clusters were developed. Main benefits were:

1. Established the behavioural framework to support the new business structure and international expansion
2. Applied to the performance management process, the key behaviours focused employees on reaching the “How” and “What” of business objectives
3. The key behaviours were extended to leadership development, recruitment and employee training activities

#### 3. “Competences Model”

The CRH consultant designed a “Competences Model” for a public utilities company who changed its business model. The aim was to create common behaviours to develop individual entrepreneurship and improve organizational performance. Main benefits were:

1. The “Competences Model” clarified job and work expectations
2. Established performance and measurement standards
3. Promoted the company’s new business model