

## **International Business Machines Corporation (IBM): Development of Enterprise-wide, Global Competency Models and Competency-based HR Applications**

**Start - Completion Date (Status):** 1999 – 2005

### **Intended Results**

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IBM Goals:

- Establishing a workforce that is highly-focused on corporate-wide performance expectations using competencies and associated behaviors, which leads to:
  1. Improved employee communication and job performance
  2. Potential increase in employee productivity
  3. Potential increase in customer satisfaction and increase in market share, revenue and profit
- More focused learning solutions and better professional learning in “how to get the job done” by using competencies as a platform
  4. More consistent, global learning solutions with clearer linkage to corporate goals
  5. Better transition from basic training to profession and job/role specific learning solutions
  6. A common base level of capabilities and knowledge for all employees
  7. Decreased time/costs for learning solution design and development
- Better employee selection and retention
  8. Provide a framework for hiring decisions that are more directly targeted to critical competencies

### **Achieved Results**

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IBM engaged PDRI in a series of projects to define global, consistent, and validated competency models for several of its most critical occupational families: sales professionals, technology professionals, and eventually, a core competency model for all professional employees.

PDRI achieved the following results:

- Defined global, consistent, and validated competency models for several of its most critical occupational families: sales professionals, technology professionals, and eventually, a core competency model for all professional employees.
- Ensured that each resulting competency model achieved a representative and comprehensive sampling of competency requirements around the world.
- Follow-on projects have addressed specific issues and applications of the IBM Performer model in various situations.
- IBM now has a consistent, valid global competency framework, enabling alignment of HR programs and systems across the IBM organization.
- Specific deliverables include interview guides, behavioral rating scales, assessment exercises & scoring protocols, realistic job previews, evaluation & linkage of training curricula against the competency model, and validation studies in specific functional groups, all as needed to support the global roll-out of the IBM Performer model.