

Competence Learning Model

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Abstract: There are four stages of competence deals with learning stages. Learning is said to be complete if an employee of an organization reaches to the apex level of competency. This apex level is unconscious competence level. The role of a human resource manager is to bring their employees from unconscious incompetence level to unconscious competence level. If the conversion process becomes successful then the organization can get maximum benefit from their employees in terms of skills, knowledge and ability. If the employees reaches to the apex level then they possess entrepreneurial abilities or mindsets. In the highly competitive business environment, organization tries to minimize the cost of production or service. This can only be possible with the help of unconscious competent employees having strong entrepreneurial abilities. These employees can give various creative ideas in all spheres of organizational activities. If an organization wants to win over the competition then they must inculcate the creative as well as innovative employees. In this backdrop, an attempt has been made in our study to showcase how human resource managers will adopt the competence learning model. We have also highlighted the functional mechanism of this model in an organization.

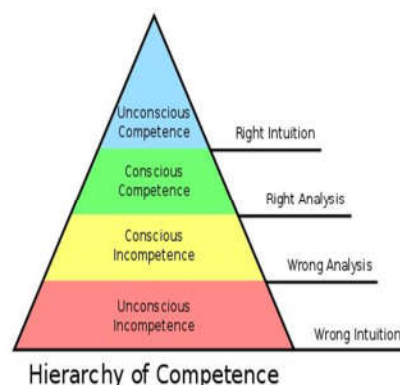
Key words: Competence, learning stages, unconscious incompetence, unconscious competence, functional mechanism.

Introduction

Learning is the process of acquiring new or modified or existing knowledge, skills and values. The ability to learn is possessed by humans, animals, and some machines. Some learning is immediate which is induced by a single event. The changes induced by learning often last a lifetime. Human learning begins from birth and continues until death as a consequence of ongoing interactions between people and environment. The nature and processes involved in learning are studied in many

fields. Learning may occur consciously or unconsciously. Learning is a process that leads to change, and increases the potential for improved performance and future learning. In the process of learning learners can change their attitude and behavior at different levels of learning. As a result of learning, learners can visualize the concepts, ideas and the world differently. It is often assumed by management in different workplaces that the people, who work there, acquire their training before they take up a job or they are trained in their job. Learning is a lifelong process by which individuals' behaviour can be changed. Raising skill and knowledge by learning, an individual can contribute a large for improvement of his or her organization. However, modest attention has been paid to the ways by which people can learn in their work. Management in different worksites needs to understand the aspects of learning to their jobs and on the basis of that they can offer opportunities to the employees to learn, grow and develop. A more effective workforce can be produced in the organization if the involvements of employees are maximized in learning process. Employee training and development is a broad term covering multiple kinds of employee learning. Training is a program that helps employees to learn specific knowledge and skills to improve performance in their current roles. Employees are always considered to be most important human capital of organization. It is also observed that every organization wants to make their workforce with the help of productive and competent human resources, so that they can achieve vision and mission and rapid cumulative growth rate. More competent employees mean less cost of production and service. To maintain competent employees in the worksites, many organizations do hire job-fit talents or train existing employees to make them more competent. So, in this juncture, learning is very important part of the organization so that in this study, we are trying to define the learning model in the organization and its implementation on employees. It is suggested that there are four stages of learning model exist in the organization, these stages are:

a. Unconscious incompetence, b. Conscious incompetence, c. Coconscious competence and d. Unconscious competence. We have explained these four stages with the help of a diagram as shown below:



1. Unconscious incompetence: In unconscious incompetence, learners do not know what to do and having no direct experience. In unconscious incompetence, the learner does not know that a skill or knowledge gap exists.

2. Conscious incompetence: In conscious incompetence, the learner is aware of a skill or knowledge gap and understands the importance of acquiring the new skill. In this stage, learning can begin.

3. Conscious competence: In conscious competence, the learner knows how to use the skill or perform the task, but doing so requires practice, conscious thought and hard work.

4. Unconscious competence: In unconscious competence, the individual has enough experience with the skill that he or she can perform it so easily they do it unconsciously.

The model helps trainers to understand the emotional state of their learners. For example, a learner in unconscious incompetence will respond differently to training than a learner in conscious incompetence. If someone doesn't know that there is a problem, he or she is less likely to engage in the solution. On the other hand, if someone is in conscious competence, he or she may just need additional practice rather than training. The four stages of competence are core to the algorithms, used in adaptive learning technologies. By knowing in which stage a learner is for a particular topic, an adaptive learning platform can select content on that topic that will help the learner to reach the next stage. It can even use assessments to demonstrate the learners that they have skills gaps, thus moving them from stage one to stage two.

Literature Review

There are very limited studies conducted by the researchers on this issue. These are mentioned below: **Deamer Ian (1996)** had discussed in his paper about two things. Firstly, he had shown that unconscious learning occurs, and that knowledge of it would have significant impact on training design, delivery and future research. Secondly, that a popular model used by trainers has in-built inadequacies if its application does not take a much greater consideration of unconscious processes involved in learning. The model is used in simplistic ways consistent with prevailing popularist views of consciousness, unconsciousness and learning in general. An elaboration of the model in this way may ensure that unconscious aspects of learning are considered in more depth. It is also possible to conceive a fifth level which would be to do with unconscious competence across all contexts.

Cannon M. Huge, Feinstein H. Andrew, Daniel P. Friesen P. Daniel (2010) revealed in their study that the concept of complexity is central to the literature on simulation and experiential learning. This paper considers the evolution of the construct, and suggests how it might be managed to enhance learning effectiveness. Specifically, it suggests that Bloom's revised taxonomy of educational

objectives provides a useful framework for understanding the cognitive aspects of the complexity problem. It then discusses the complementary role played by the traditional affective and psychomotor taxonomies in managing it, integrating them together through the consciousness competency model of experiential learning.

Sharma Pragya (2017), in her study, tried to explore competencies at work essential for organizational employees and allow them to absorb these competencies to predict and handle the situations in view of that area. The workplace competencies like communication, decision-making, problem solving, creativity and innovation, teamwork, leadership, and interpersonal relations are competencies considered to deal with organizational expectations within challenging framework. Competencies are to be enhanced through training and development, potential appraisal and time to time job rotation in the organization. This study tries to throw light on the some major work place competencies and their importance to the organizations.

Benayoune Abdelghani (2017) had explored some issues in developing and implementing a competency-based framework in an organizational context in Oman. Competency-based framework development process and implementation drawn from the authors experience as a consultant and previous work on competencies in business and industry are explained. Issues and lesson learned into the use of competencies in practice in an organizational context are discussed. Criticisms of such an approach are also presented.

Research Gap

On the basis of review of existing literatures, we have identified the following research gaps. In so many research papers researchers had discussed about effectiveness of training and learning in the organization, competence based framework, and the workplace competencies like communication, decision-making, problem solving, creativity and innovation, teamwork, leadership, and interpersonal relations. These are considered to deal with organizational expectations within challenging framework but there are very rare articles on learning model that includes unconscious incompetence stage to unconscious competence stage of an individual in workplace. In the competitive environment of business, competences of employees are very important to make the firm highly productive by lowering the cost of production. This can only be possible with the help of unconscious competent employees having strong entrepreneurial abilities with innovative skills and knowledge. These employees can give various creative ideas in all spheres of organizational activities. So, on the basis of this phenomenon, we have selected the objective of study which is related to learning model and how it works.

Objectives of the Study

On the basis of the existing research gap, we have framed the following objectives in our study. The objectives are stated below:

1. To comprehend how to adopt the competence learning model by human resource managers;
2. To visualize the functional mechanism of this model in an organization.

Research Methodology

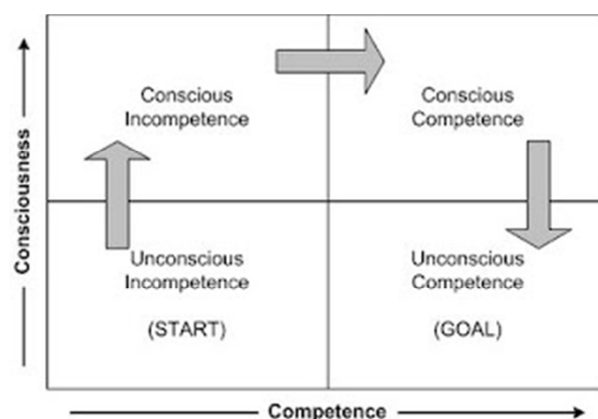
We have framed this paper on the basis of secondary data. In modern business environment, organizations need to adopt this learning based competency model for enhancement of skill and knowledge of their employees. This will give maximum productivity with less cost of production and also build entrepreneurial abilities of employees. Under this model how an employee can move from unconscious incompetence stage to unconscious competence and how the HR managers are adopting this system in their organization that we will discuss in this part. The data are collected from various journals, magazines, internet surfing, books and so on.

Analysis

To understand the learning based competence model and its application in organization we can take the example of junior sales executive in workplace. The person who has specialized in marketing domain he or she has interest to do job in that field. And being a sales executive in the company he or she has to deal a huge number of customers in daily basis. And sales are a very important figure of any manufacturing unit and service sectors. As for making any product or commodity organization invests a large amount of money to cost of production. And company's profit margin is based on sales figure most of the time; it leads to business development and growth. If we consider this learning model with the junior sales executive we can say having the theoretical knowledge of marketing he or she will think that they know the process of customer dealing, customer handling, and how to sale the product. But in practical field it is not so easy for the employee to understand the psychological state of mind of customers.

The sales persons should have some key skills when dealing with the customers like product knowledge, strategic prospecting skills, rapport building on the call, buyer-seller agreement, active listening, communication, qualification questioning, time management, demo skills, objection handling, gaining commitment, closing techniques, post sale relationship management etc. So in case of sales executive of the company anticipating that he knows everything though he is not aware of the skills in practical field. So here the employees' stage is unconscious incompetence where he actually doesn't know what to do as he has no practical experience. He is not aware of the skill gap which is

existed in this part of learning. In every organization it's the role of human resource department to deal with the employees from the stage of recruitment to retirement and after that also. It's the responsibility of them to take care the employees at workplace and help to aware them about their incompetence and how to overcome. So in real field when the employee is facing this type of difficulties to handle customers and sell out the product due to lack of experience he becomes aware about his skill gap. This is called conscious incompetence stage. In conscious incompetence, the learner is aware of a skill or knowledge gap and understands the importance of acquiring the new skill. In this stage, learning can begin to learn the skill and knowledge by the help of human resource managers in the company. They conduct different types of training on the basis of employees' requirement in organization. There are several sales training techniques for sales managers. Human resource managers are framing these training techniques for the sales executives. They are taking the initiatives to enhance the skill of them, these techniques are based on more field training, use success stories to train and motivate, incentivize the team, schedule 1:1 meetings with sales reps, integrate the team with other departments, train with thought leaders, Offer daily microtraining, Focus on a specialty, assign a mentor, and offer more constructive criticism, use e-learning to educate, reward specific achievement, provide detailed feedback, share success stories while learning and so on. When the employees get training to learn the skill and after getting it when they become skillful and knowledgeable about the work that stage is called conscious competence. In conscious competence, the learner knows how to use the skill or perform the task, but doing so requires practice, conscious thought and hard work. Here are some techniques that modern business organizations are taking these steps to enhance the learning abilities of sales employees. After that unconscious competence stage is coming. In unconscious competence, the individual has enough experience with the skill that he or she can perform it so easily they do it unconsciously. More and more practice is required for becoming the expert.



So above is the diagram of competence model of learning which includes the four stages of learning model. The model starts with the unconscious incompetence stage where the employee does not know about the skill gap and how to perform the task and finishes to unconscious competence, where the employee becomes expert on the particular field of task. That is the ultimate goal of this model. This

model has emerged as valuable tools employed by human resource department in the organization to define skill and knowledge for specific jobs, and to assess performances by setting up the business strategy. By this model we can say if this conversion process becomes successful then the organization can get maximum benefit from their employees in terms of skills, knowledge and ability. If the employees reaches to the apex level then they possess' entrepreneurial abilities or mindsets. In the highly competitive business environment, organization tries to minimize the cost of production or service. This can only be possible with the help of unconscious competent employees having strong entrepreneurial abilities. These employees can give various creative ideas in all spheres of organizational activities.

Discussion and Implication of the Study

A competency model is a framework for defining the skill and knowledge required to perform a job. It is a collection of competencies that jointly define successful job performance. Competency model is widely used in business for defining and assessing competencies within organizations. They represent a key component of recruitment and hiring, as well as talent and performance management activities of HR departments. Competency assessments often help for training programs and learning content, both formal and informal. This model has emerged as valuable tools employed by human resource department in the organization to define skill and knowledge for specific jobs, and to assess performances by setting up the business strategy. The model can be applied for specific jobs, job groups, occupations, industries and organizations. In certain areas such as sales and leadership, necessary competencies have been extensively studied. Another reason for the growing popularity of competency model is their role in revealing strengths and weaknesses of employees, which provide benefit to the training function and by this way human resource manager can make an effective training module in the worksites. The rapid growth of internet-based technologies is also contributing to increase interest in competency modeling. For example, organizations can embed success profiles in talent management processes, learning portals and training processes used to communicate and refresh content. Effective models also form the basis for linking competency with organizational strategy. It also enables organizations to link expertise with HR processes, evaluation and often productivity goals by lowering the cost. High-performance organizations realize that their success depends on how capable their people are. They also recognize that formal education doesn't necessarily equip employees with the appropriate skills to thrive in the workplace. The solution lies in training staff to meet the specific requirements of the organization. This is where competency-based training comes in. Competency-based training is developed around the competency standards that have been identified for a specific role. To be assessed as competent, a person must demonstrate the ability to perform a job's specific tasks. With the development of new technology and competitive environment in business, many organizations are taking the initiative to adopt this competency learning model to enhance the skill and knowledge of their employees. The model helps trainers to understand the emotional state of their learners. So, the human resource managers

play a vital role in this aspect. In this model, the human resource managers are trying to capture the psychological state of the individuals for increasing their learning abilities. We have already discussed that in this learning model individual can move from unconscious incompetence stage to conscious competence stage for developing the innovative skill. So, the human resource managers help them to find out the stages where they stand and where they need to reach for acquiring the apex level of entrepreneurial abilities. By passing these four stages, an individual can enhance his or her learning ability to grow themselves and to meet the individual as well as organizational goals. In an organization, all employees' issues are handled by human resource managers. With the help of this model, human resource managers are able to map the emotional state of the employees and on the basis of that they provide a suitable training learning program to them. They help the employees to adopt new skill and knowledge to do a specific job. It also helps them to reach from unconscious to conscious competence stage of learning by making some innovative strategy. In unconscious incompetence stage, individuals don't know what to do due to lack of skill and knowledge. After that they pass through conscious incompetence where they become aware of the skill gap and try to cope up the specific skill, begin to learn and then move to the conscious competence. In this stage, they know how to perform the task and additional practice is required and lastly they reach to the unconscious competence where they become expert of the task with having enough experiences of application of skill to perform the job. In an organization, human resource department nurture their employees in daily basis and the human resource managers can understand the skill gap of the individuals and able to find out the stage where the employee stands. On the basis of that they adopt some strategies to make their employees competitive and productive. The following functions are played by a human resource manager in the organization under this competence learning model.

- Sets clear performance expectations for employees, enabling them to make better decisions and work more effectively;
- Gives employees insight into the overall strategy of their team, department, and organization, leading to greater engagement and motivation;
- Enables employees to be more proactive beyond their individual roles, by learning additional competencies that are valued by the organization;
- Provides clear direction for learning new job skills;
- Offers a reference resource for day-to-day requirements;
- Increases the potential for job satisfaction;
- Provides a mechanism for the recognition of employees' abilities;
- Ensures that individual professional development and training milestones are recorded and acknowledged by the organization.

Conclusions

Over the past decades, human resources as a profession have undergone tremendous change as a consequence of numerous external as well as internal issues. Human resource professionals have been forced to consider how to cope up organizational expectations within challenging frameworks. As HR professionals, they must pay attention to required competencies to meet organizational expectations not just for today, but also for coming years. In defining HR competencies, Ulrich and Boyatzis (1993, 1982) like many others, argue that it is necessary to consider the specific job roles of HR practitioners in order to differentiate between possible variations in requirements. There are a large number of elements that make up the set of skills and knowledge required to carry out the HR role. These can be divided into personal and workplace competencies. The workplace competencies include elements of communication, decision-making, problem solving, creativity and innovation, teamwork, leadership, and interpersonal relations. Every manpower has to perform up to the mark in the organization and they should possess the knowledge of the work for performing better. So here, in learning based competence model an employee should move from the stage of unconscious incompetence to unconscious competence to make the organization competitive in the market, it helps to create maximum qualitative output with minimum cost of production. A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, we need to have an in-depth understanding of the roles within the business. Developing a competency framework can take considerable effort. To make sure the framework is actually used as needed, it is important to make it relevant to the people who'll be using it – and so they can take ownership of it.

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