



Technical Report on

SITARA 10W5D Competency Hierarchy Model™ And Domain-Competency Sandwich Model™

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**SITARA COMPETENCY ANALYSIS/NOVEMBER 2004**

SITARA 10W5D Competency Hierarchy Model™ and SITARA Domain-Competency Sandwich Model™ are two innovations from the SITARA Process JewelBox™ that have popularized a foolproof technique to understand organizational competencies. They are described in what follows:

□ SITARA 10W5D Competency Hierarchy Model™

The 10W5D is a structured competency hierarchy model that identifies organizational competencies to span at least 10 wide competencies which can further be conceived to be organized into 5 levels deep in capability. For example: Program Management, Software Engineering, Reliability Engineering and so on could be the 10 wide or broad categories of competencies. And within each one of these competencies the organization needs to identify at least a minimum of 5 different capabilities to demonstrate that the competency is for real. Within **Program Management** for example: the potential candidates for 5D are the following -

- Product Specification
- Design Management
- Product Line Management
- Programming Languages
- Communication Strategies

From the above example, it is only when the organizational competency description for program management demonstrates adequate capability within the identified 5D can true potential from having the competency be realized. In fact, this is a fan-out process wherein each one of the 5Ds themselves can further be broken up into mini-competencies. For example: Honda's competency with small engines is used to develop a product line of lawn movers, motorcycles and so on. When such a fan-out exercise was done in one of my consulting engagements, it led to a rather interesting observation - having a good technical writing competency within the organization is one of the most critical skills leading to efficiencies in program management directly facilitating competency-based assets management.

While developing competencies is important, what is more important is to recognize and build efficiencies within the acquired competencies. In order to ensure that efficiencies are built into the acquired competencies, they must have a lasting value with good retention. So the deep capabilities are further strengthened by linking them to 'individual' capabilities with the concept of a **competency cluster** and stratification. For, it is in the collective capability of individuals that the overall organizational capability can be determined.

This notion of engaging an individuals' attention to develop personal capabilities in a competency cluster and stratification is for the following reasons:



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1. While the 10W and 5D establish a broad identification of the expertise required at the organizational level, the range of specific knowledge, skills and process abilities possessed by individuals is bound to differ. Such differences are due to variation in personal and professional backgrounds, experience, educational qualifications and other motivational factors.
2. This range of specific knowledge, skills and process abilities can therefore aggregate into a competency cluster defined by the collection of both the 'required' and 'expected' combinations of knowledge, skills and process abilities for any specific job profile. It is important to understand that the strength of the Deep capability within the 10W5D actually gets defined by a thorough profiling of the requirements of each of the capabilities.

Though not intended to be exhaustive, extending the above example, a competency cluster for – **Product Specification** – one of the 5 deep capabilities within – **Program Management Competency** – could be:

Knowledge		Skills		Process Abilities	
REQUIRED	EXPECTED	REQUIRED	EXPECTED	REQUIRED	EXPECTED
Domain knowledge	Market Analysis	Conceptualizing	Prototyping	Planning	Product Communication
Product line expertise	Competition Analysis	Break-through thinking	Programming	What-if analysis	Interviewing
			Modeling	Decision Analysis	Early proof of concepts

Competencies within a cluster at the individual level can now be - **Stratified** – to belong in either of these 5 degrees of freedom. Level 1: Novice, Level 2: Trained, Level 3: Journeyman, Level 4: Proficient and Level 5: Expert. It is important to note that such stratification is always subjective, good in the moment and relative to an internal benchmark. It is difficult and not worth the effort to evolve a universally acceptable touchstone against which every individual can be calibrated in absolute terms.

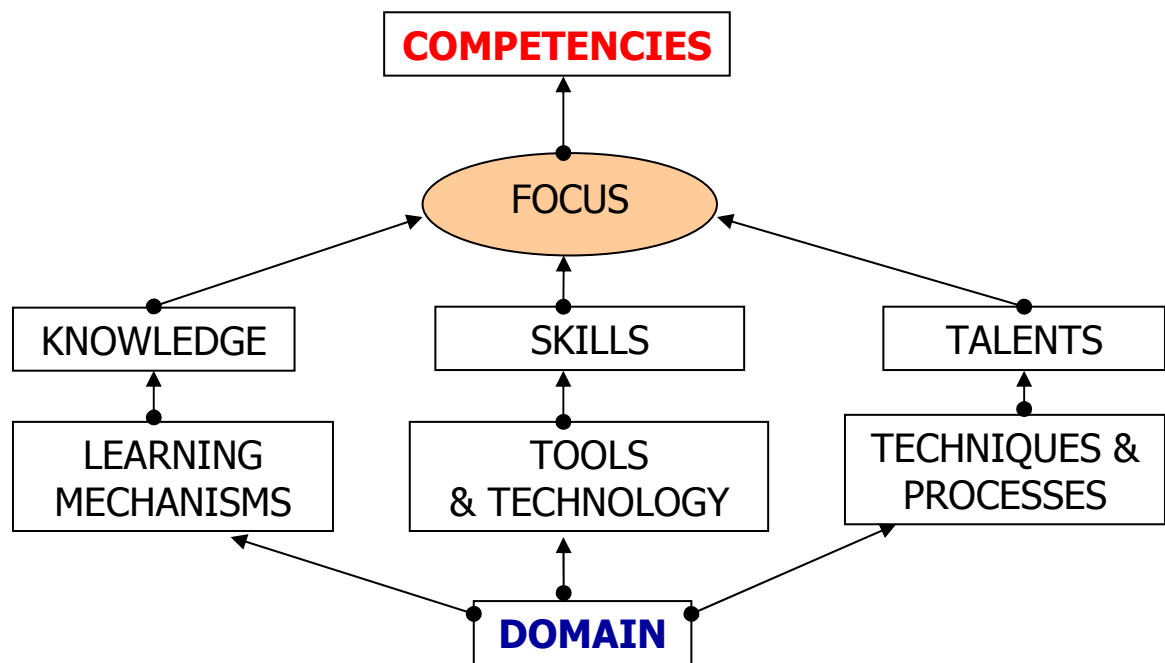
The uniqueness of the SITARA 10W5D Competency Hierarchy model is that it is simple, yet a very powerful aid in competency analysis. It helps to perform competency analysis at two levels of abstractions. One: objective reasoning (the 10W5D at the organizational level) and Two: subjective allocation of capabilities as individual stratification (the competency cluster and stratification).



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□ SITARA Domain-Competency Sandwich Model™

The 10W5D is actually based on yet another SITARA innovation – Domain-Competency Sandwich™.



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The reasoning of the above model is as follows:

Competency development has a bearing upon the domains of expertise that the organization intends to build. And when a focused combination of knowledge, skills and talent is applied to the domains of specialization, competencies tend to grow. The enabler for acquiring knowledge is a learning mechanism that is supported by the organization. These can be formal training programs, conferences, symposia and so on. Skills are rendered meaningful, if and only if they are supported by adequate tools and technology which the organization has to acquire. Individuals have a certain natural ability which is called talent which gets perfected by repeated practice through effective techniques and processes. One of the most important factors that help to improve productivity is gaining familiarity with the types of problems encountered and solutions developed based on practice and more practice. SITARA 10W5D can now be applied after a deterministic and inferential evaluation of the specific knowledge, skills and talent is made.