



Title: Competency Mapping for Superior Results – Getting the Maximum from Your Talent

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Publisher: Tata McGraw Hill

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It's very rarely, that a book comes along, that combines practical knowledge with conceptual soundness at the same time to give a blueprint for HR professionals to chart their path for integrating HR processes with a core principle like Competency Mapping and helps achieve the ultimate HR dream for putting the 'right person in the right job with the right talent' to achieve organizational purpose. The book by Dr. Sraban Mukherjee does all of the above with unambiguous clarity.

The beauty of what Competency Mapping achieves for Human Resources professionals and leaves no loose ends hanging, is explicitly stated in the book. Dr. Mukherjee traces the basics of the definitions of words like competencies and anchors. He then goes deeper in understanding the contours of 'competencies' in explaining types, structure and proficiency levels of competencies and practical process involving the development of core competency frameworks and models. Assessment against competencies is done through Assessment Centres, which have been given extensive treatment in the book with explanations on various components of Assessment Centres and steps towards implementation of Assessment Centres. Creating competency based individual development plans for minimizing gaps between job incumbents and competencies required for the job. The organizational uses of such processes and frameworks in managing Human Resources in a harmonious way, are all put together with a great deal of clarity.

The book ends with case studies of JK Organization, MIRC Electronics Limited (Onida), Ericsson India and Coromandel International Limited, where competency mapping has

been successfully implemented. These cases help to create credibility and understanding in the minds of the reader, about the methods explained by Dr. Mukherjee.

To the mind of the more discerning, however, the book lacks in identifying enablers and derailers during the journey of competency mapping. There are many pitfalls along the way, and typical barriers and resistance to change encountered are not given any cognizance. It is left to the practitioner to seek help when he encounters problems and issues in implementation of these processes.

The fundamental building blocks of values and basic processes that need to be in place before we can do competency mapping are important considerations which this book has not covered. The leadership and conviction of the HR team that is needed to look at competency mapping beyond just a process to be implemented, has not found any place either. Without proper leadership, an empty process will be reduced to documentation and information flows and loses the vitality of what it can really achieve. It is not the process, but how the process lives in leadership and culture, that is the ultimate test. The role of organization culture and structures that drive the processes are again ignored. The uninitiated will adopt the processes explained in the book without being able to discern the difference between how a process lives in reality and exists on paper. An over-focus on processes in the HR domain, will lead to an illusion of a wonderful solution by way of competency mapping, and perhaps lead the organization to meaningless and ritualized processes of document creation and information flows. The true test of competency mapping lies in its impact on living processes of human existence in organizations.