



What is COMET and what will it do for you?

COMET will help to assess current employees and to improve management, recruiting, or coaching.

First, COMET is a methodology to

- design custom competence (or capability) models based on the behaviour of top performers within a function of an organisation;
- interview people to assess to what extent they master a competence;
- coach people, as part of the “Action-Oriented Coaching Approach”.

Second, COMET is the software for administering questionnaires which are based on these competence models. The COMET software allows for using the questionnaires in self-assessment mode as well as 360° feedback mode.

COMET as a methodology COMET as based interview approach

Behaviour Based Interviewing consists of a procedure to get more reliable insight to what extent the person tested really masters a certain competence.

Part of the approach consists of questioning 3



examples of the competence. The way to question each of the examples is based on the acronym “COMET”:

C: What is the context (a specific example, at a specific time)

O: What was the expected Outcome?

M: What was the method or plan to get there?

E: What was the effect obtained? (Did the plan work, what happened?)

T: What exactly did you do in this example? (Check for the specific behaviours of the person)

With the information coming out of the 3 examples, we can then check to what extent each of the behavioural clues of the competence is actually present.

COMET modeling approach

The COMET modeling approach helps to get a specific model of excellence of the critical competencies for a specific job role. It's a way of finding the “difference which makes a difference”.

After making a breakdown of the job description into tasks and figuring out the main competences of a job or task, the key competencies are modeled by asking each of the exemplars 3 examples of the main competences. These examples are then questioned using the same COMET questions described above.



What is COMET and what will it do for you?

COMET as part of the action oriented coaching approach

The action oriented coaching method is a structure for a coaching session. The first part of the session is to discuss which are the main areas of attention to discuss during this coaching conversation. In this part we address feedback from other people on the performance in the past period, the own feelings of the person and specific problems they had and what happened with the conclusions of the previous coaching session. Based on that, a couple of problems are addressed, using the COMET interview questions to break down specific examples. The coach then helps to find the pattern which explains what went wrong and to formulated well formed actions that can address these issues. Using COMET as a coaching method is further explained in the book "Mastering Mentoring & Coaching with Emotional Intelligence".

II. COMET as software

jobEQ's COMET software allows you the use of jobEQ's pre-defined questionnaires to measure emotional intelligence or mentoring and coaching skills or to define your own behaviour based questionnaires. To know what the end-user experience is like, feel free to try out the COMET/EQ and COMET/mentor questionnaires in jobEQ's public profiling environment. Apart from doing a self-assessment, jobEQ's software can also be used in a 360° feedback mode, in which other people are invited to evaluate a person (typically this will be the boss, the direct reports and some colleagues). The system includes the necessary administrative tools to invite people to participate in a 360° evaluation and to follow up to what extent people have completed the questionnaire(s). The software also offers several reporting options as well as a module to create your own questionnaires.

III. Why COMET ?

Better modeling of the key competencies critical for a certain position in your organisation.

Rather than using a standard competence framework, of which some competencies might not be needed for a job inside your organisation, find out which competencies really matter.

The result of the COMET modeling exercise is a competence library for that specific job role, with behaviour specific statements to describe the competence. These specific statements can be used to assess the competence, either during the behaviour based interview or for building your COMET questionnaire.

Better interview techniques to assess to what extent a person really masters a competence.

Rather than having some people making a "good impression" during an interview, know how to drill down enough to check their claims and thus figure out at what exactly they have really proved to be competent.

Better coaching techniques for experienced people.

Coaching a person from the presupposition that they have all the resources they need, but seem to hit a wall while applying them. The action oriented coaching approach helps to find the pattern which causes the problem and then helps the person to formulate actions to overcome the problem the next time it occurs.

Software to do efficient assessment, based on your own competence models.

Rather than using software which comes with a "standard model", jobEQ provides software you can use to assess your competency model, build using the COMET approach.

