Machine Translated by Google
RCMOS – Multidisciplinary Scientific Journal of Knowledge.
ISSN: 2675-9128. São Paulo-SP.

**Year II, v.1 2022. | submission: June 11, 2022 | accepted: June 13, 2022 | publication: June 15, 2022**

# Competency Management in Financial Market Professionals: An Analysis Comparison

Competency-Based Management in Financial Market Professionals: A Comparative Analysis

Author: Tamires Fernandes de Oliveira

Graduated in Human Resources Management, from Nove de Julho University (UNINOVE)

**Summary**

This article proposes a comparative analysis of the most valued competency profiles in the financial market, focusing on professionals working in banks and brokerages. Based on the premises of competency management, the study investigates which technical and behavioral attributes are prioritized by these institutions, in addition to examining the strategies of the Human Resources (HR) department in identifying, mapping, and developing these talents. The research is based on a literature review, structured interviews with HR managers, and an analysis of tools such as competency maps and performance assessments. The results highlight the growing importance of socio-emotional skills, analytical capacity, and adaptability in volatile environments, in addition to reinforcing the strategic role of HR as an agent of organizational development and competitive advantage.

**Keywords:** Competency management; Financial market; Human resources; Banks; Brokerages.

**Abstract**

This article offers a comparative analysis of the most valued competencies in the financial market, focusing on professionals in banks and brokerage firms. Based on competency-based management principles, the study investigates which technical and behavioral attributes are prioritized by these institutions and examines the strategies employed by Human Resources (HR) departments to identify, map, and develop such competencies. The research draws on literature reviews, structured interviews with HR managers, and tools such as competency maps and performance assessments. Results highlight the increasing relevance of socio-emotional skills, analytical capacity, and adaptability in volatile environments, reinforcing HR's strategic role in organizational development and competitive advantage.

**Keywords:** Competency-based management; Financial markets; Human resources; Banks; Brokerage firms.



## 1. Fundamentals of Competency-Based Management in the Financial Sector

Competency management is a strategic model focused on developing and aligning individual skills with organizational objectives.

This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

ISSN: 2675-9128. São Paulo-SP.

In the financial sector, characterized by its dynamism, intense regulation, and constant technological innovation, this model takes on even greater relevance. According to Fleury and Fleury (2001), competency is the mobilization of knowledge, skills, and attitudes to generate results in specific contexts. Thus, understanding which competencies are essential for performance in banks and brokerages becomes crucial to institutional success.

The financial market demands from professionals, in addition to technical proficiency, a high degree of adaptability and the ability to perform under pressure. According to Le Boterf (2003), competence involves more than just know-how: it also involves acting with discernment and responsibility.
This implies recognizing that, in the banking sector and at brokerage firms, decisions are often made in uncertain scenarios, requiring critical judgment and emotional resilience. Identifying these competencies becomes a competitive advantage for institutions.

Regulatory changes and accelerated digitalization impose the need for constant review of desired professional profiles. The competency management model, in this sense, provides an analytical framework that allows for mapping gaps, anticipating needs, and planning training initiatives. Tools such as competency maps become essential for systematizing this information and guiding recruitment, assessment, and personnel development policies.

In the case of banks, competencies such as risk analysis, compliance expertise, strategic vision, and negotiation skills are among the most valued. At brokerages, the emphasis is on agility in decision-making, knowledge of investment products, and customer relationship skills. This differentiation between institutions highlights the importance of comparative studies that can guide HR's work based on concrete data.

The effective application of competency-based management depends on coordination between various HR subsystems, such as selection, training, and performance evaluation. According to Dutra (2004), coherence between these processes is what ensures the sustainability and positive impact of management practices. In the financial sector, this coordination is even more important given the high turnover and constant demand for technical updates.

Therefore, understanding the fundamentals of competency management in the financial market is essential for developing effective strategies for attracting, developing, and retaining talent. This approach not only promotes efficiency, but also
organizational, contributes to the appreciation and growth of professionals in their career paths.



## 2. Technical and Behavioral Skills in the Banking Environment

In the banking sector, technical skills continue to play a central role in the selection and development of professionals. A solid understanding of accounting, financial mathematics, risk management, and banking legislation are often cited as basic prerequisites. However, in recent years, there has been an increase in the value of technical skills.

This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


growing number of behavioral skills such as assertive communication, teamwork, resilience and critical thinking.

Research conducted by institutes such as IIA Brasil (2020) shows that technical training alone does not guarantee success in functional performance. Banking professionals must be able to apply this knowledge in complex and changing situations. This requires skills such as cognitive flexibility and the ability to solve problems under pressure, especially in areas such as treasury, credit, and internal audit, where imprecise decisions can have significant financial impacts.

Behavioral competencies, also known as soft skills, are gaining prominence as the financial sector shifts to hybrid and digital environments. The COVID-19 pandemic accelerated the adoption of remote platforms and digital service models, requiring professionals not only to possess technical proficiency but also self-management skills and empathy when mediating conflicts with clients and distributed teams.

The profile of the modern banking professional incorporates the capacity for continuous learning and strategic use of digital tools. According to a survey by the Central Bank (2019), digital transformation demands new professional profiles, capable of interacting with technologies such as blockchain, artificial intelligence, and data analysis. Therefore, combining traditional technical skills with innovation and analytical thinking skills becomes essential.

Competency-based management allows banks to clearly define these profiles and establish development paths for their employees. Using competency maps, it's possible to identify the expected proficiency levels for each position and monitor individual progress, promoting more structured and efficient development.

In short, successful banking depends on the integration of robust technical skills and refined behavioral competencies. The ability to balance these two domains is what differentiates professionals who excel in a highly competitive, regulated, and constantly changing environment.

### 3. Specific Skill Demands in Stockbrokers

Securities brokerage firms represent a highly competitive, dynamic, and short-term results-oriented work environment. The required skills differ somewhat from those of traditional banks, primarily due to their leaner structure, the direct nature of market negotiations, and the demand for immediate decisions.
Among the most valued technical skills are in-depth knowledge of investment products, certifications such as CPA-20, CEA and CFP, as well as familiarity with electronic trading platforms and market analysis.

From a behavioral standpoint, brokerage professionals are expected to have initiative, assertiveness, an entrepreneurial spirit, and a high tolerance for pressure. Unlike banks, where hierarchy and regulation shape the pace of work, brokerages operate in



This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


more agile environments with less bureaucratic structures. Quick and informed decision-making becomes essential to ensure successful investor service and timely deal closing.

Furthermore, communication and negotiation skills are essential. Direct contact with clients, often with high-profile clients, requires not only technical expertise but also empathy, clarity of language, and the ability to translate complex economic scenarios into understandable strategies. These skills, generally classified as socio-emotional, are often crucial in customer loyalty and growth of the managed portfolio.

In the digital transformation landscape, brokerages have also begun to demand professionals with skills in data analysis, automated platform operation, and digital portfolio management. The emergence of fintechs and the popularization of autonomous investing pose new challenges for traditional brokerages, which must reinvent themselves and rely on increasingly versatile and innovation-oriented teams.

In this context, competency management becomes a fundamental tool for structuring professional profiles aligned with contemporary demands. Competency maps at brokerage firms must encompass, in addition to traditional technical skills, elements such as creativity, flexibility, and a systemic vision, which enable adaptation in highly volatile scenarios.

Therefore, brokerage firms demand a distinct professional profile, one that combines technical excellence with the ability to build trust in challenging environments. Identifying, developing, and retaining these talents is a challenge that requires integrated actions between strategic people management and the institutional objectives of brokerage firms.

**4. The Role of HR in Identifying and Mapping Competencies**

The role of the Human Resources department is crucial to the successful implementation of competency-based management. In the financial context, where competitiveness and regulation impose high performance standards, HR needs to go beyond its traditional role of
recruiting and becoming an agent of transformation and strategic alignment. Identifying core competencies begins with clearly defining profiles and roles, based on objective criteria aligned with the organizational culture and goals.

Competency maps are key tools in this process. They allow for a systematic visualization of the competencies required for each position, the expected proficiency levels, and the gaps to be filled through training and other development initiatives.
According to Chiavenato (2009), these maps facilitate both the selection process and performance monitoring, promoting greater transparency and objectivity in people management.



This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


Effective mapping requires the involvement of area managers, who have direct knowledge of the day-to-day technical and behavioral demands. Active listening by these leaders, combined with document analysis and structured interviews with professionals at different hierarchical levels, constitutes a robust competency assessment methodology. This approach helps HR identify not only technical competencies but also those linked to organizational culture and expected behavior.

Another useful tool in this process is competency-based interviews, which allow candidates and employees to assess their previous experience in the practical application of mapped skills. According to Parry (1998), this technique offers greater predictive validity in selection processes because it focuses on observable and measurable behaviors. In practice, HR needs to develop structured scripts and train qualified interviewers to apply this methodology consistently.

Based on this mapping, HR can create personalized development paths, promoting technical training programs, behavioral coaching, mentoring, and continuous feedback. Competency management, when integrated with an evaluation system,
formative, contributes to the sustainable growth of talent and strengthens the high-performance culture in financial institutions.

Therefore, HR's role is crucial to the success of competency-based management. By adopting a proactive and analytical approach, the department becomes a pillar of strategic support for organizational development and the achievement of consistent results in the competitive financial market.

**5. Skills Development Strategies in the Financial Sector**

After identifying key competencies, the next step in competency management is to develop effective strategies to promote them within the organizational environment. In the financial sector, these strategies must combine technical rigor, methodological flexibility, and sensitivity to market changes. The most successful institutions are those that understand competency development as an ongoing process, integrated into the company's culture and objectives.

One of the most widely used strategies is structured training, with in-person and online programs focused on updating technical content, such as regulatory standards, new financial products, and emerging technologies. Such initiatives are generally linked to certifications required by entities such as ANBIMA, CVM, and BACEN. Furthermore, there are internal initiatives focused on compliance, information security, and corporate ethics, which are essential to the sector's soundness.



In the field of behavioral skills, leadership development programs, interpersonal communication workshops, problem-solving dynamics, and self-discovery journeys stand out. These initiatives are essential for preparing

This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


professionals for positions of greater responsibility and to deal with the challenges of multidisciplinary and diverse teams.

Mentoring and coaching are also effective tools, especially when applied to high-potential talent or those undergoing career transitions. Mentoring enables the transfer of tacit knowledge between generations, while coaching encourages goal-setting, self-confidence building, and the acquisition of socio-emotional skills through personalized support.

Corporate universities are emerging as another relevant trend in the sector. They enable content standardization, alignment with institutional strategy, and monitoring of participant performance. Furthermore, they foster a continuous learning environment, where financial professionals feel encouraged to invest in their training as a competitive advantage.

In short, skills development in the financial sector requires constant planning, monitoring, and evaluation. The success of these strategies depends on leadership engagement, clear objectives, and HR's ability to integrate theory and practice into consistent and innovative training processes.

**6. Comparison of Professional Profiles between Banks and Brokerages**

A comparative analysis between the professional profiles valued by banks and brokerages reveals significant differences, even though both operate within the same financial ecosystem. Banks, due to their more robust structure and multisectoral operations, tend to value professionals with a systemic vision, a focus on compliance, analytical skills, and the ability to operate under strict regulatory protocols. Brokerages, on the other hand, with more flexible environments focused on market relationships, demand agility, an entrepreneurial profile, a focus on results, and high adaptability.

In terms of technical skills, banks prioritize specializations in credit analysis, auditing, compliance, strategic planning, and more conservative financial products. Brokerage firms, in turn, seek professionals with expertise in variable income products, derivatives, investment funds, and graphical analysis technologies. This differentiation directly impacts the training programs offered and the development paths designed by HR.

Regarding behavioral competencies, banks emphasize emotional stability, teamwork, and process compliance. Brokerages, on the other hand, value autonomy, the ability to take calculated risks, and commercial proactivity.
These differences are reflected in performance evaluations, career plans and incentive policies of each institution.

From an organizational standpoint, brokerages tend to have lower hierarchies, greater exposure to risk, and a more direct focus on commercial goals. This demands a more independent professional profile, driven by rapid results and willing to face pressure environments.



This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


intense. Banks, on the other hand, offer greater stability, more linear career paths, and opportunities for structured development, attracting profiles focused on security and the long term.

Understanding these differences allows HR to act more assertively, adapting selection processes, development programs, and retention strategies to the institutional profile. Furthermore, it guides professionals on possible paths within the financial market and the skills they need to develop to excel in each.
context.

In this way, competency management fulfills its strategic role of aligning talent with organizational objectives, promoting efficiency, engagement, and competitive advantage in both types of institutions.

**Conclusion**

Competency-based management is one of the most important pillars for the strategic development of people in contemporary financial institutions. By enabling the identification, development, and alignment of technical and behavioral skills, this model helps banks and brokerages more effectively face the challenges of a constantly changing market. Based on the comparative analysis conducted in this article, it was possible to understand that, although they share the same sector, these organizations demand distinct professional profiles, which reinforces the importance of customized approaches to talent management.

The Human Resources department plays a central role in this process, especially in mapping competencies, developing development strategies, and adapting practices to regulatory, technological, and social demands. The use of tools such as competency maps, structured interviews, and development paths demonstrates the maturity of HR processes in the institutions analyzed. These tools not only promote greater clarity in organizational expectations but also empower professionals by offering them a clear path for growth and improvement.

The digital world and the transformations brought about by new technologies require a constant review of core competencies. In this context, skills such as critical thinking, technological proficiency, emotional intelligence, and innovative capacity stand out.
Institutions that invest in the continuous development of these skills demonstrate greater adaptability, employee engagement, and sustainable value generation.

The comparison between the profiles required by banks and brokerages also highlights the need for people management that is more sensitive to the specificities of each business model.
While banks demand more hierarchical structures and competencies focused on stability and compliance, brokerages prioritize agility, autonomy, and an entrepreneurial spirit. Understanding these nuances enables HR to act strategically in building coherent and attractive organizational cultures.



This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google


It can be concluded, therefore, that competency-based management in the financial market is not just an operational tool, but an essential strategy for ensuring institutional excellence and human development. Its effectiveness depends on leadership commitment, integration with other organizational processes, and the ability to anticipate future trends and needs. By investing in competencies, banks and brokerages not only strengthen their market position but also promote more solid, informed professional trajectories aligned with the challenges of the 21st century.

**References**

CHIAVENATO, Idalberto. People Management: the new role of human resources in organizations. 3rd ed. Rio de Janeiro: Elsevier, 2009.

DUTRA, Joel Souza. Competencies: concepts and tools for managing people in the modern company. São Paulo: Atlas, 2004.

FLEURY, Maria Tereza Leme; FLEURY, Afonso Carlos Corrêa. Constructing the concept of competence. Journal of Contemporary Administration, v. 5, n. esp., p. 183-196, 2001.

LE BOTERF, Guy. Building individual and collective skills. 3rd ed. Porto Alegre: Artmed, 2003.

PARRY, Scott B. Just What is a Competency (And Why Should You Care)? Training, vol. 35, no. 6, p. 58-64, 1998.

BRAZILIAN INSTITUTE OF INTERNAL AUDITORS (IIA Brazil). The profile of the internal auditor in Brazil. São Paulo: IIA Brazil, 2020.

CENTRAL BANK OF BRAZIL. Banking Economics Report. Brasília: Bacen, 2019.



This is an open access article distributed under the terms of the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.