



# Future Oriented Competency Development

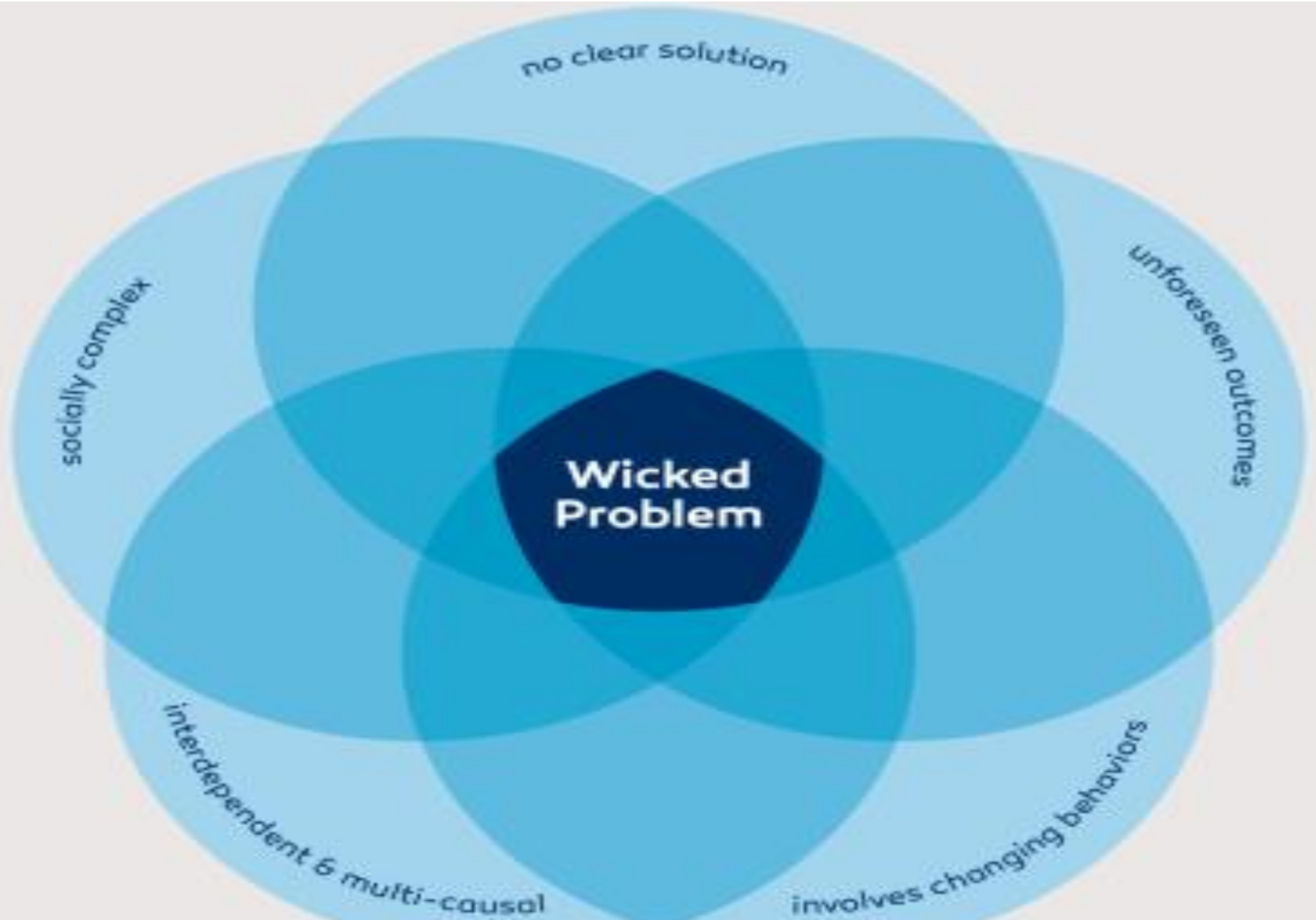
13. September 2017 /  
Putrajaya / Malaysia

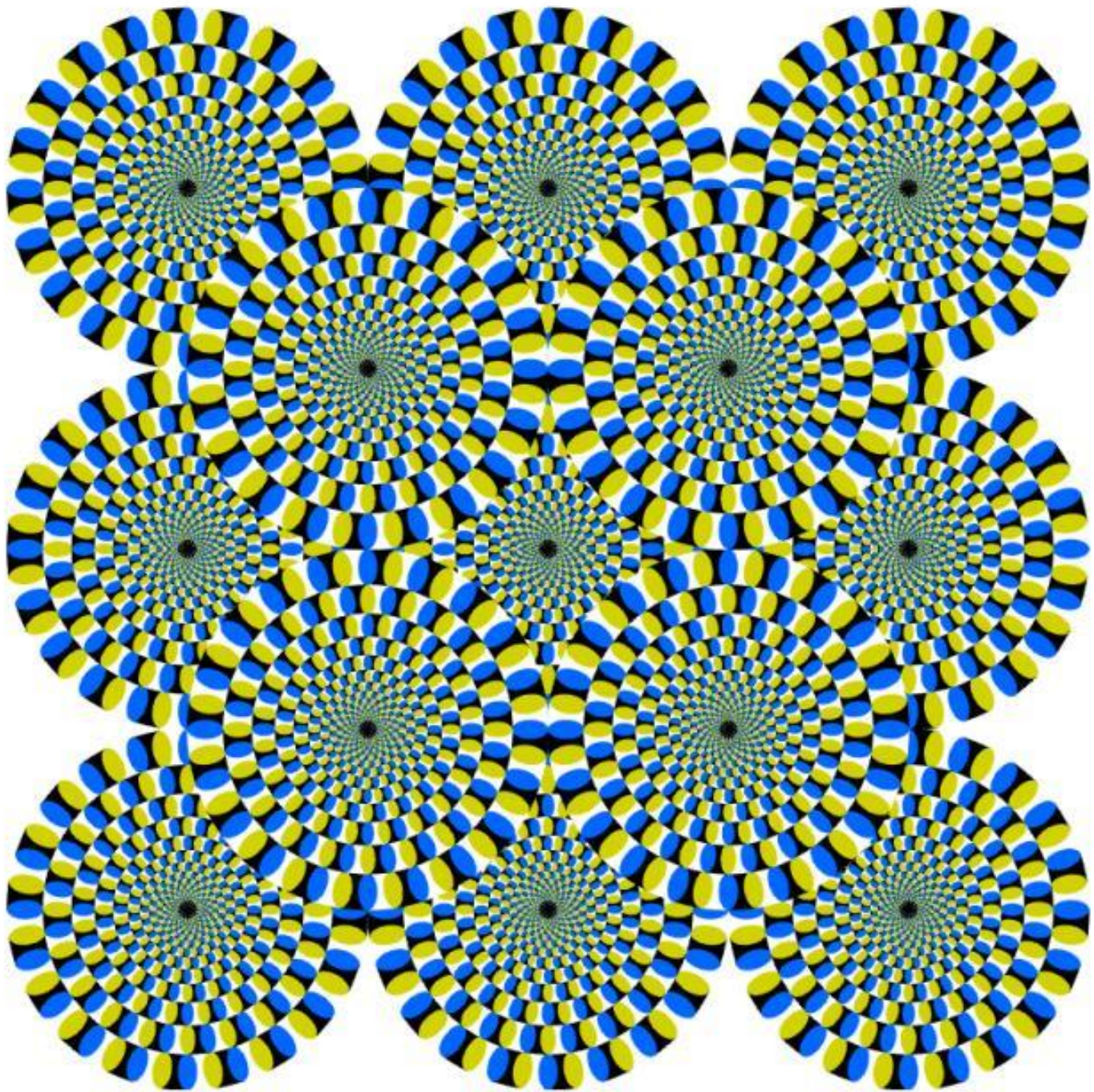
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Never doubt that a small group of thoughtful, committed  
citizens can change the world; indeed, it's the only thing  
that ever has.

Margaret Mead

# Wicked Problems?



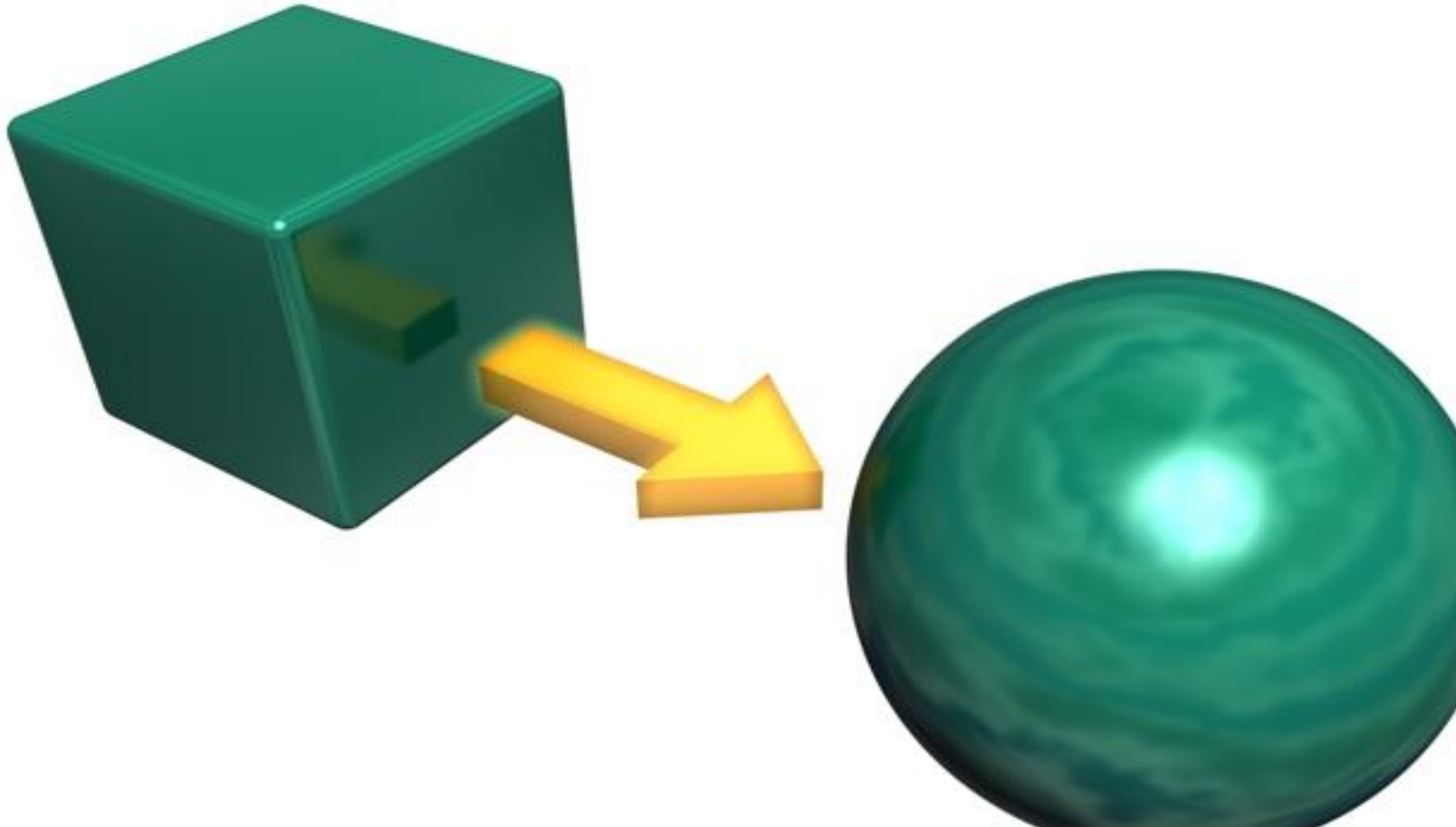




# Great Transformation ahead ...

“In terms of its scale and impact, the transformation towards sustainability is comparable with the two great revolutions which have crucially shaped world history: the Neolithic Revolution (the diffusion of arable farming and animal husbandry) and the Industrial Revolution (the transition from an agrarian to an industrial society).”

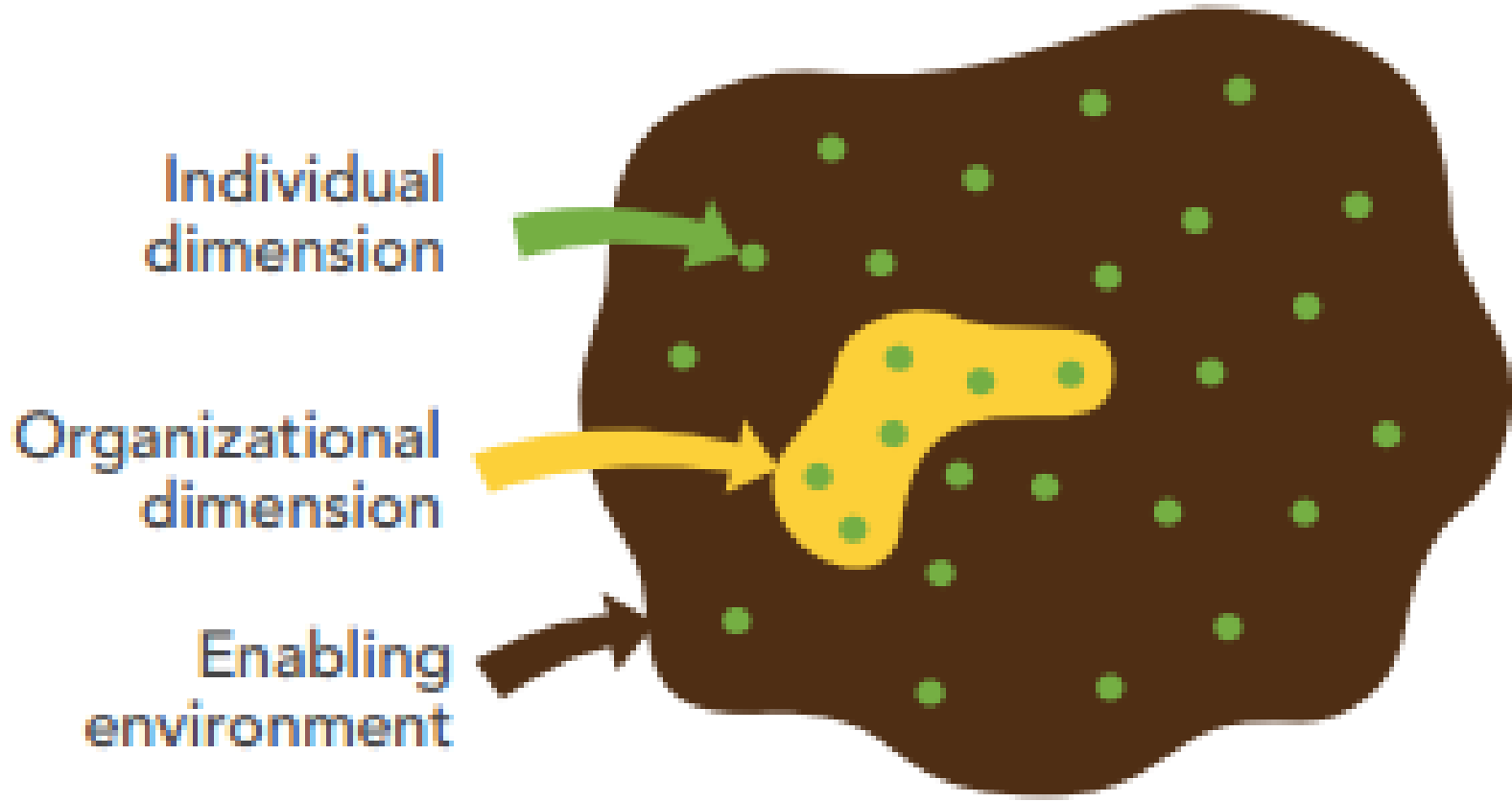
# Transformation



# Capacity Development...

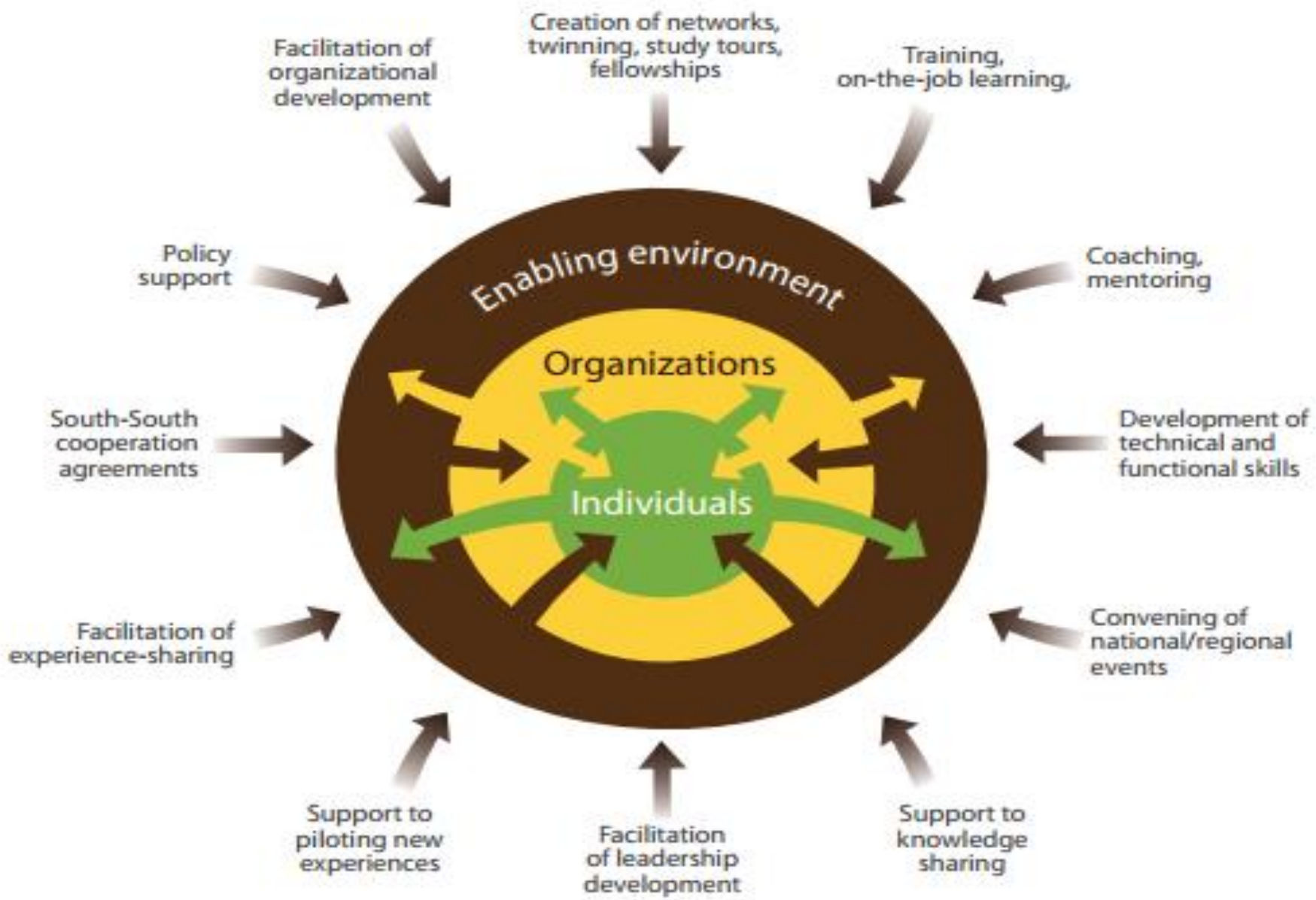
- **Capacity** is the ability of people, organisations and society as a whole to manage their affairs successfully.
- **Capacity development** is the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.
- DAC·GOVNET (2005) **The Challenge of Capacity Development: Working Towards Good Practice**

# Capacity Development - Nested System





# Context of Competency Development



# Competencies?

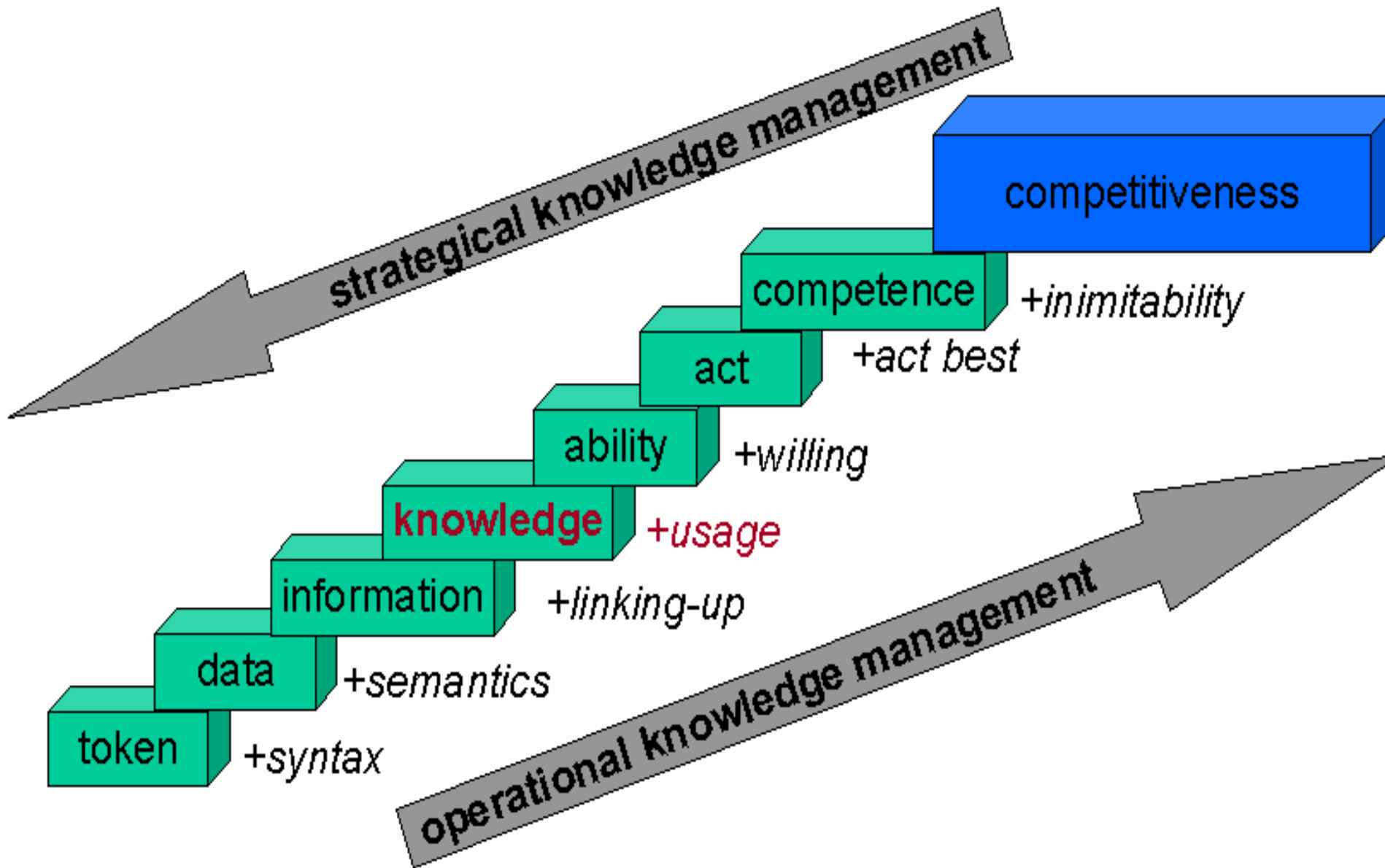
Competencies are defined as a combination of knowledge, skills and attitudes appropriate to the context. ..the ability to perform effectively in a changing environment.

# Competencies?

Competency includes:

- i) cognitive competency involving the use of theory and concepts, as well as informal tacit knowledge gained experientially
- ii) functional competency (skills or know-how), those things that a person should be able to do when they are functioning in a given area of work, learning or social activity;
- iii) personal competency involving knowing how to conduct oneself in a specific situation;
- iv) ethical competency involving the possession of certain personal and professional values.

“the ability of an individual to deal with complexity, unpredictability and change defines/determines his or her level of competency”



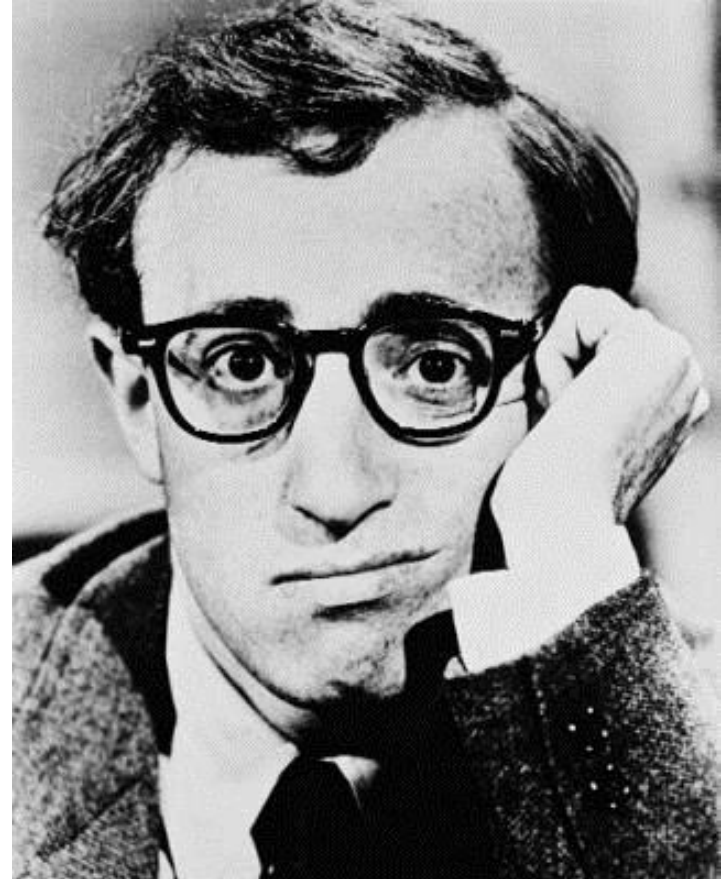
# Competency



Be like the sun for grace and mercy. Be like the night to cover others' faults. Be like running water for generosity. Be like death for rage and anger. Be like the Earth for modesty. Appear as you are. Be as you appear.

If you are not  
failing every now  
and again,  
it`s a sign you are  
not doing  
anything very  
innovative.

Woody Allen



# Competencies more than knowledge and skills..



**COMPETENCY  
MODEL**

### **Self- Management**

Learning Agility/Development  
Initiative & Risk Taking  
Drive for Results  
Adaptability Management  
Emotional Resilience

### **Relationships**

Communication & Influencing  
Interpersonal Skills  
Teamwork & Team Building  
Customer Focus  
Cross-Cultural Agility

### **Analytical**

Problem Analysis  
Critical Thinking  
Decision Making  
Innovation  
Professional Expertise

### **Management**

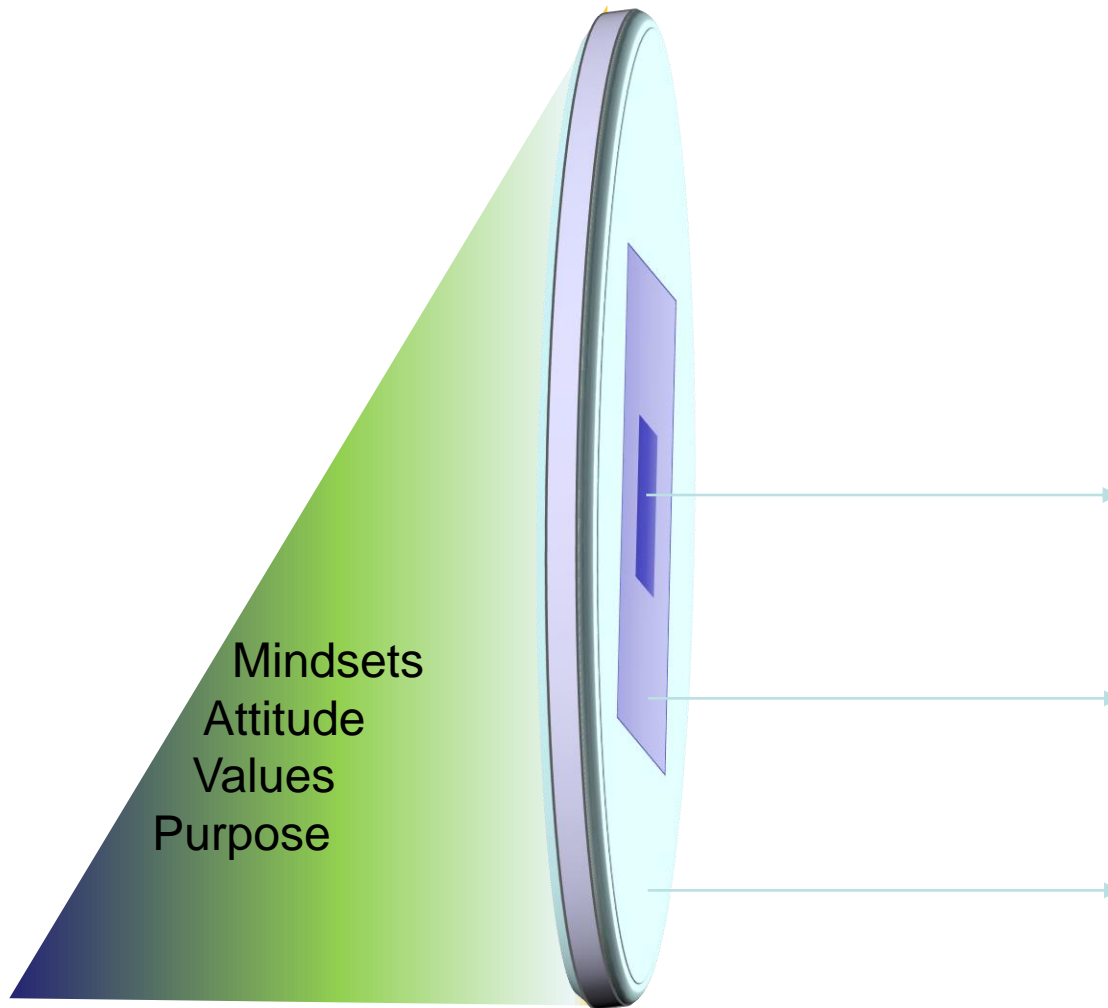
Delegation & Performance  
Management  
Project/Process Management  
Managing Execution  
Coaching & Developing Talent  
Managing Differences/  
Conflict

### **Leadership**

Strategic Thinking  
Business Acumen  
Leading Courageously  
Inspiring Others  
Integrity, Trust &  
Credibility

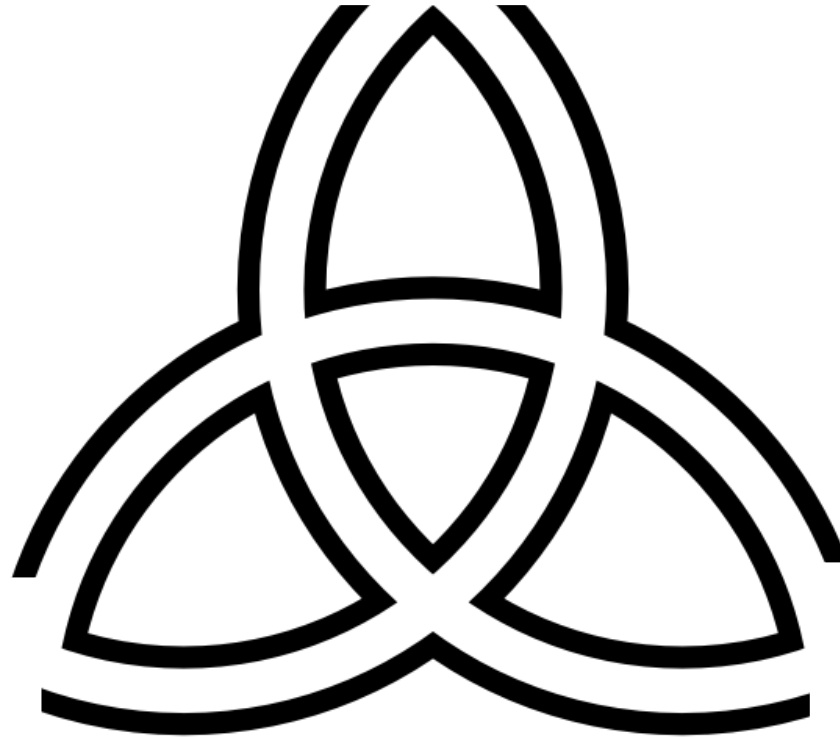


# Integrated Competency Framework



# Actualising competencies ..

**Conative  
Dimension**



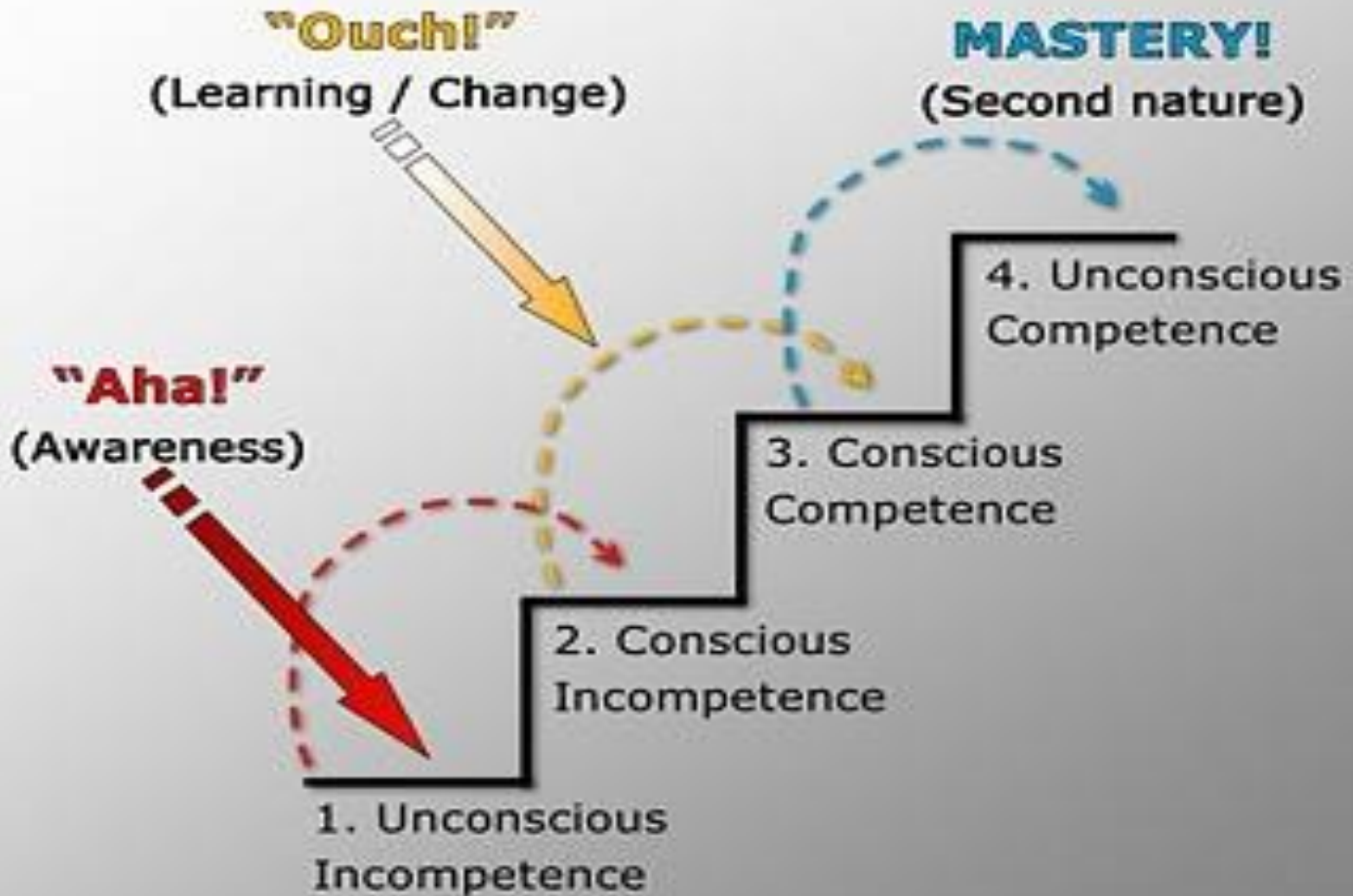
**Cognitive  
Dimension**

**Emotive  
Dimension**

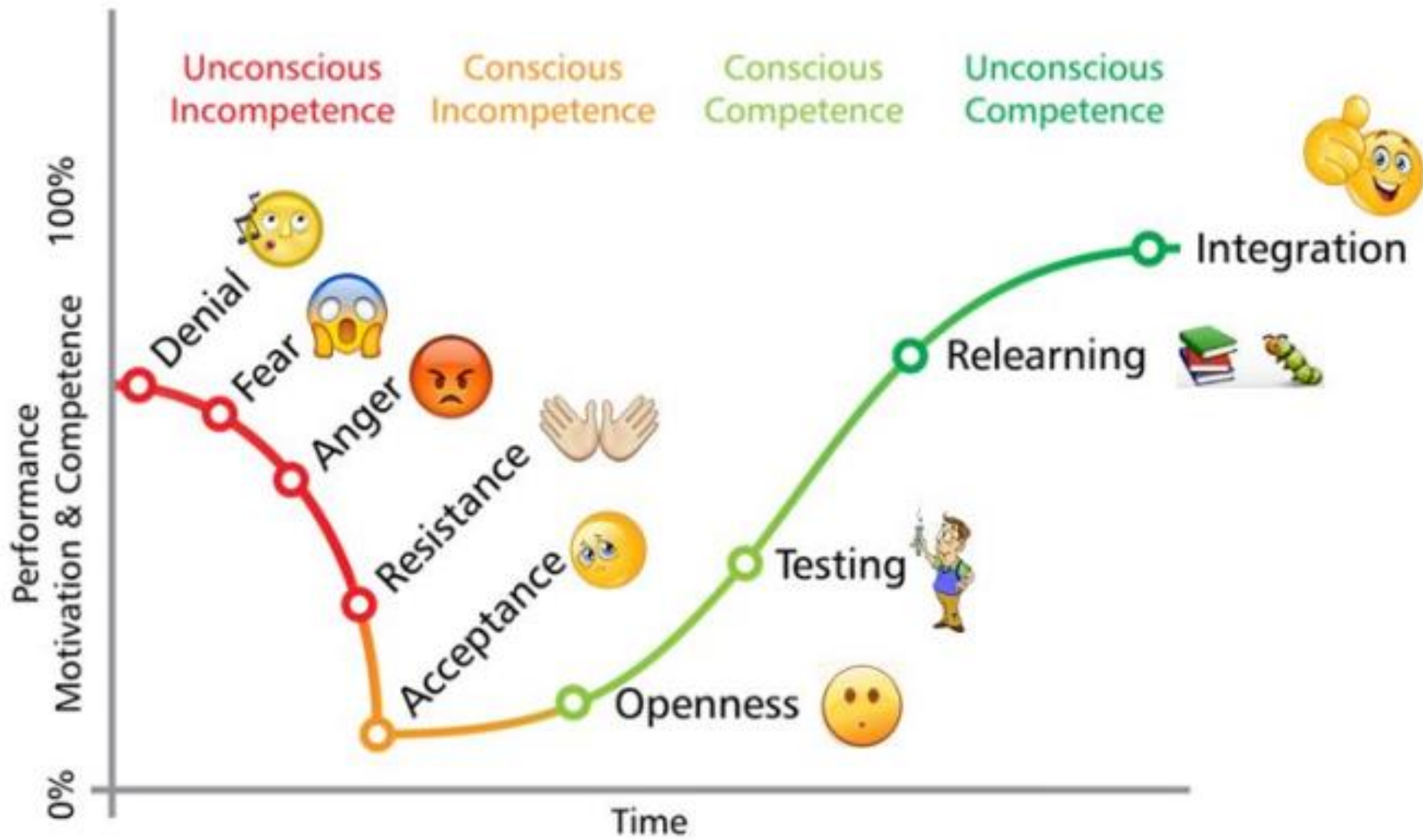
# Steps in developing a CF

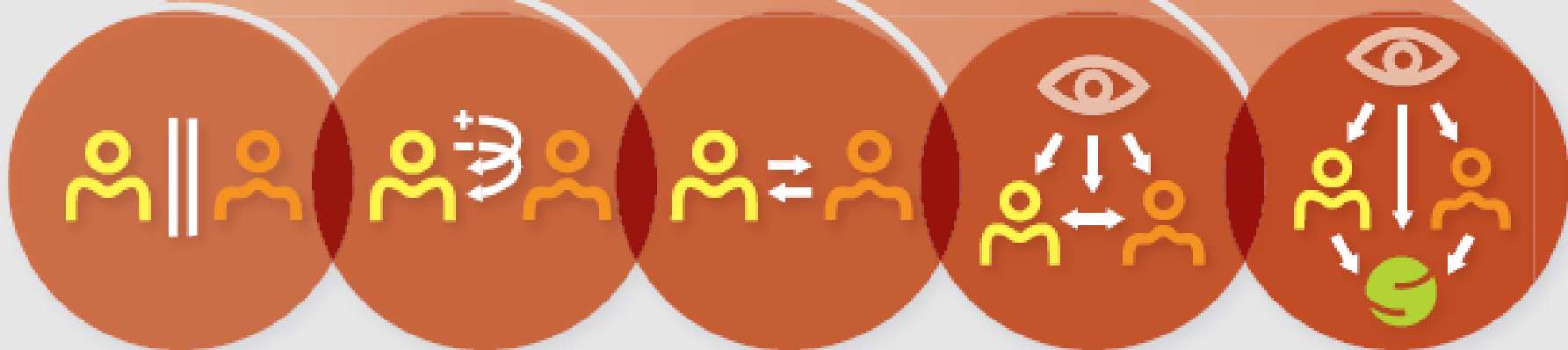
1. Understanding organisational needs – future demands, context and dynamics.
2. Mapping challenges as experienced by the professionals at different levels
3. Crafting a competency framework (scan globally / invent locally)
4. Defining competencies and desired levels
5. Identifying appropriate interventions suitable to the nature of competencies...

# Phases of Competency Development



# Competency Development





STAGE 1 BEGINNER

STAGE 2 ADVANCED

STAGE 3 PROFESSIONAL

STAGE 4 MASTER

STAGE 5 CO-CREATOR

ATTITUDE

Knowledge as experience

Knowledge as fact

Knowledge as construct

Knowledge as system

Knowledge as process

ABILITY

Ability as behaviour

Ability as doing

Ability as action

Ability as adaptation

Ability as creation

KNOWLEDGE

Unawareness

Self-centred perception

Change of perspectives

System comparison

Co-creative handling of diversity

## **Future Proof**

Collaborative Visioning  
Driving Change/Transformation  
Translating vision into action

## **Social Innovation**

Responsible Design Thinking  
Inquiry & Experimentation  
Multi-stakeholder Dialogue

## **Managing/ Leading Self**

Dealing with Dilemmas  
Mind-Body-Emotion  
Values, Meaning and Purpose

Mindset - Attitude  
Values  
(Authenticity, Integrity  
and Respect)  
Meaning - Purpose

## **Know-how**

Sector specific know-how  
Leadership – Management  
Systemic thinking

## **Crafting Cooperation**

Trustful relations  
Diversity and Dialogue  
Connecting Expertise

## **Reflectiveness**

Deep listening & Awareness  
Introspection  
Appreciative Comparison

*Terima kasih* تریما کاسیہ

*Shukriya* شکر یہ

*Merci*

*Dhanyavād* دهنیہ واد

*Thank you*

*Shukran lak* شکرًا لك

*Tashakor* تشکر