



# A Comprehensive Strategy for Workforce Development



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**THE NATIONAL ACADEMIES**  
*Advisers to the Nation on Science, Engineering, and Medicine*



## **A DEFINITION**

**Core competencies  
are those capabilities  
that are critical to a business  
achieving  
competitive advantage**

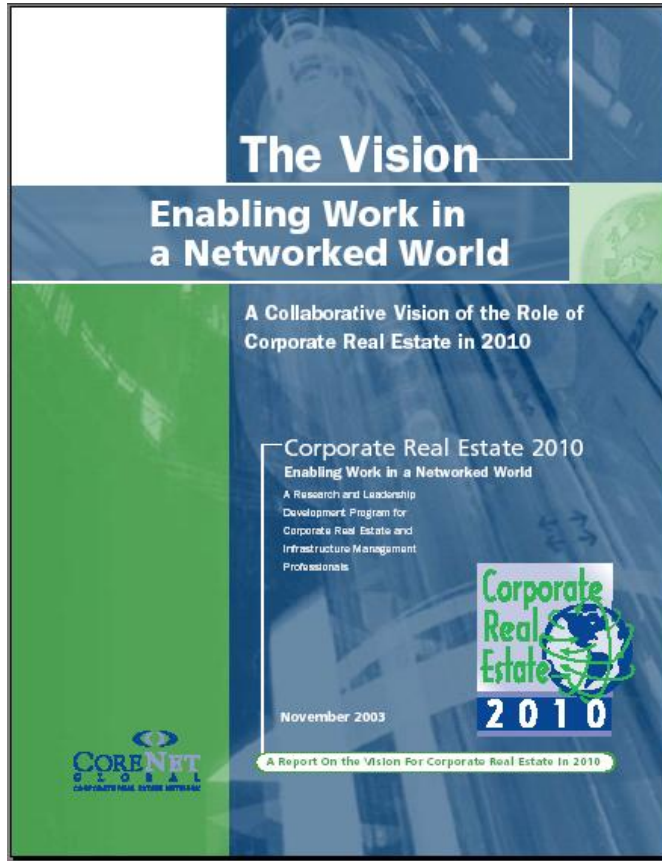
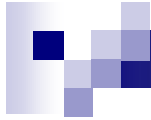


# CORENET GLOBAL

Empowering Corporate Real Estate  
and Workplace Executives



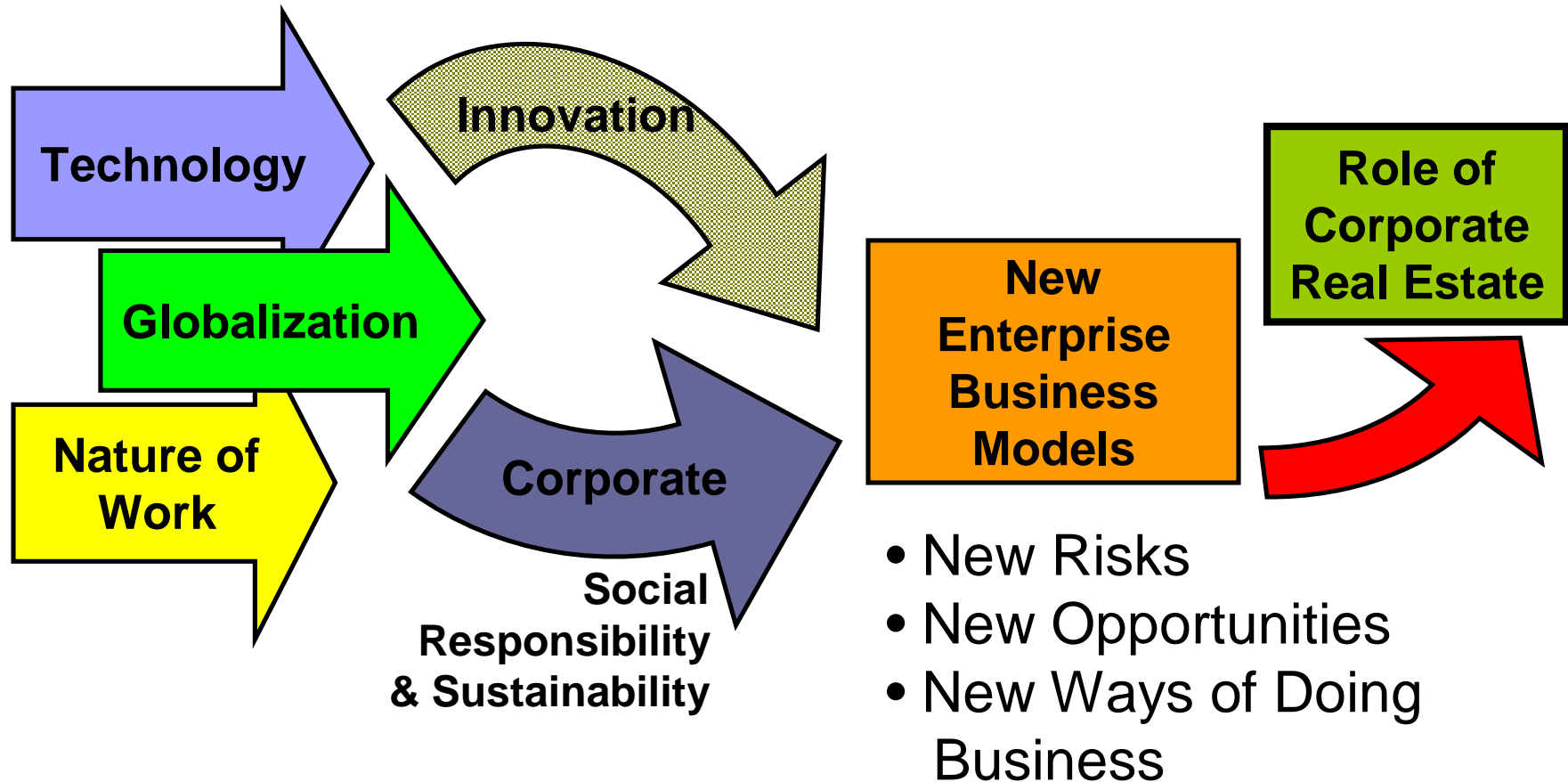
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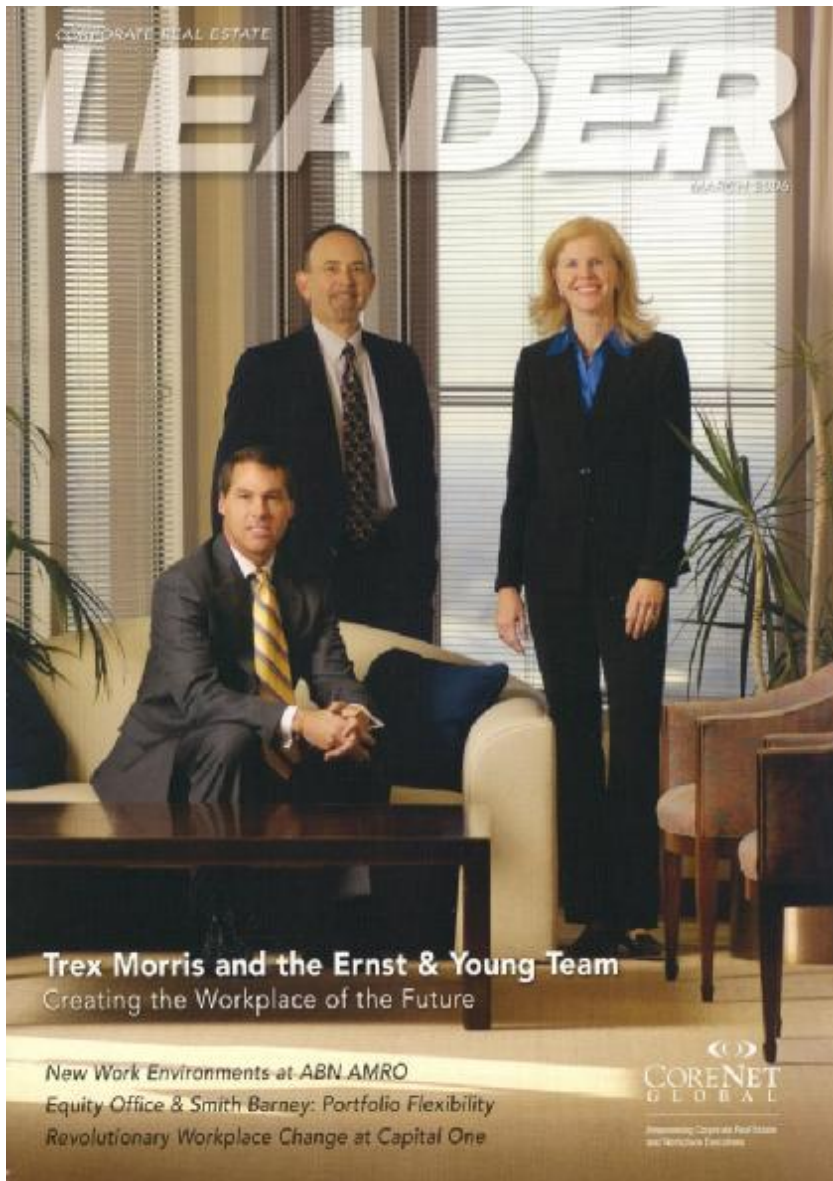
# Enabling Work in a Networked World

## A Collaborative Vision of the Role of Corporate Real Estate in 2010

# External Drivers



***New competencies required!***

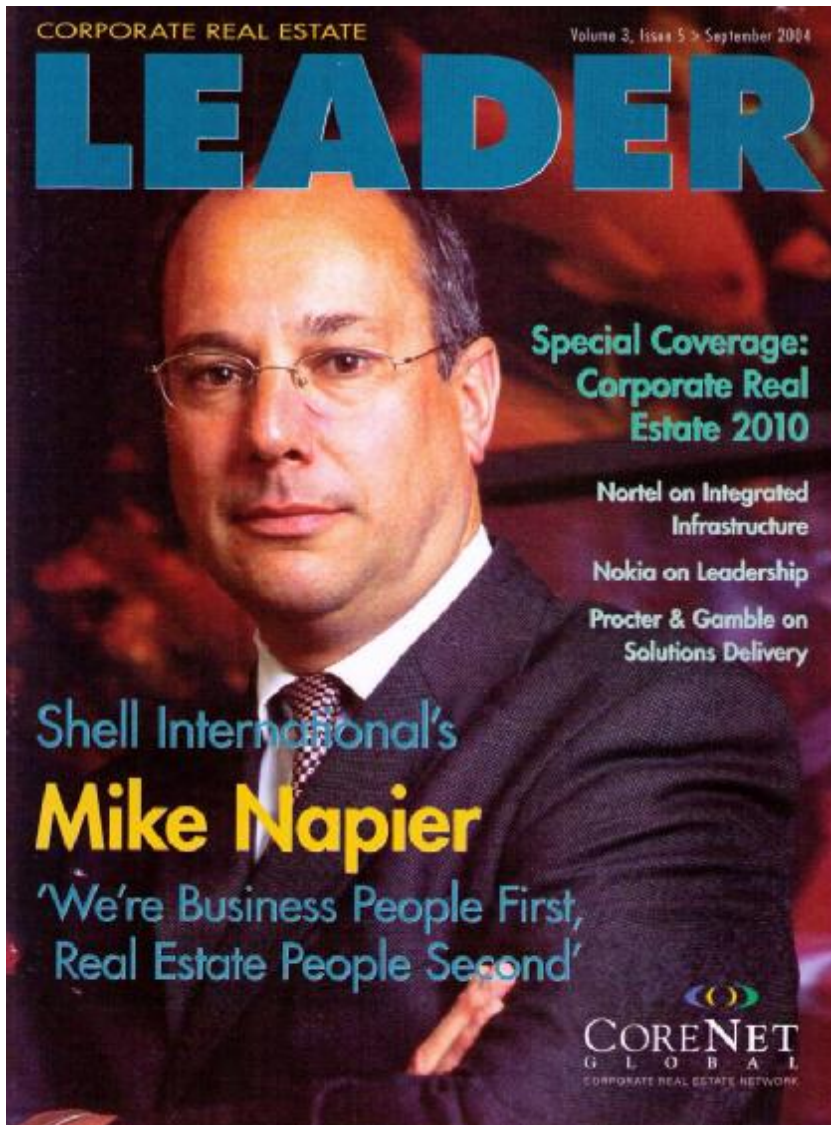


*We've got a very small, seasoned and professional group of individuals that supports our workplace requirements in the Americas.*

*Our people really are strategists, integrators, communicators, and facilitators of real estate or workplace solutions.*

*They are not necessarily the doers of workplace.*

Trex Morris, U.S. Director, Real Estate Services,  
Ernst & Young



*The success of the organization of the future is going to be heavily technology based . . . We'll probably also see smaller CRE organizations as a whole, composed of strategically thinking people who act as the link between business needs and the service provider market.*

**Mike Napier**, Chief Executive for Real Estate, **Shell International**



# Why Competency Management

- n Identify the *WHAT* to achieve excellent performance
- n To provide a structure for
  - n recruitment & selection
  - n training & development
  - n performance management
  - n career planning
  - n rewards & compensation
- n To meet the culture and strategy of the future organization.

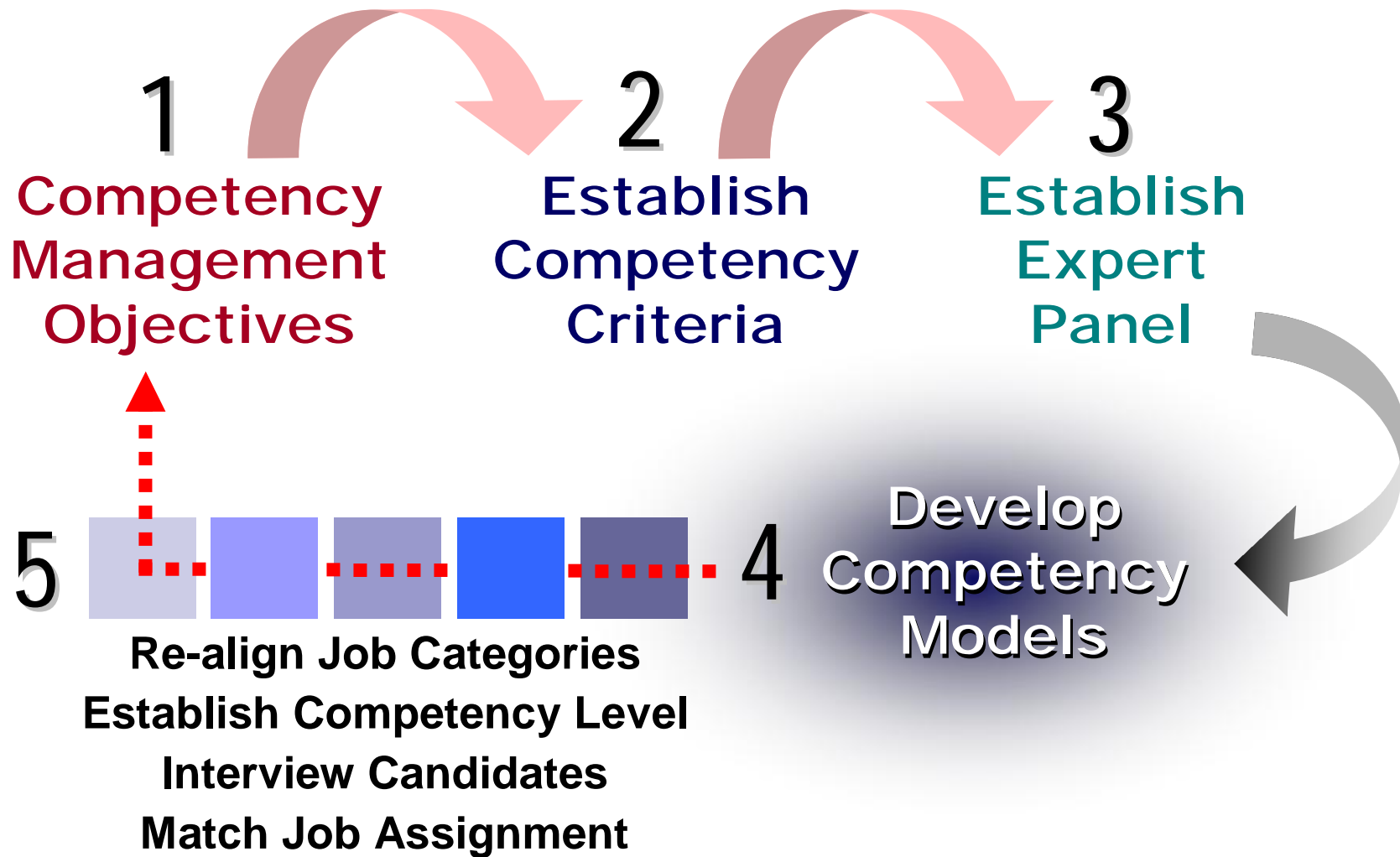


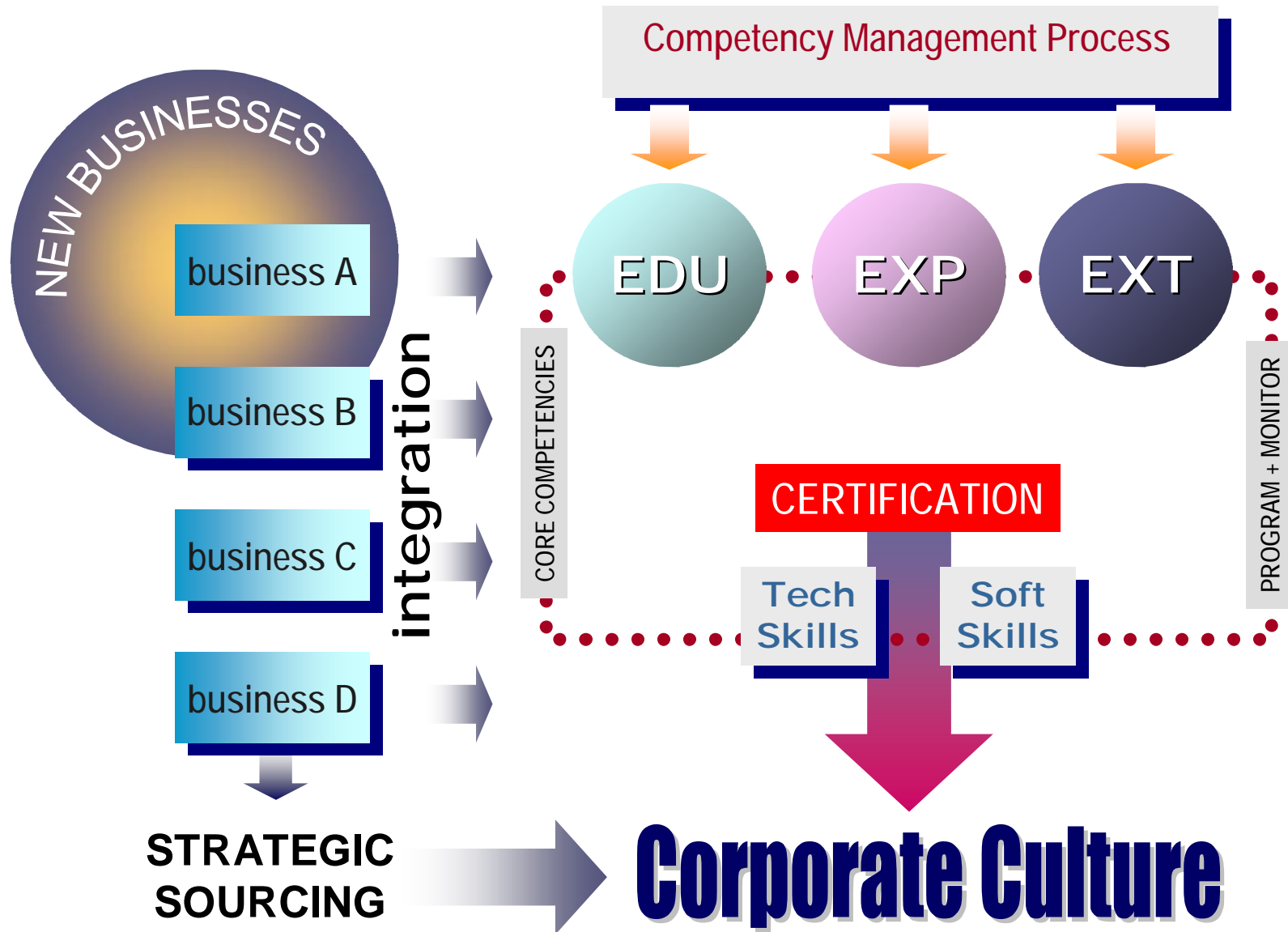


# The Need to Measure

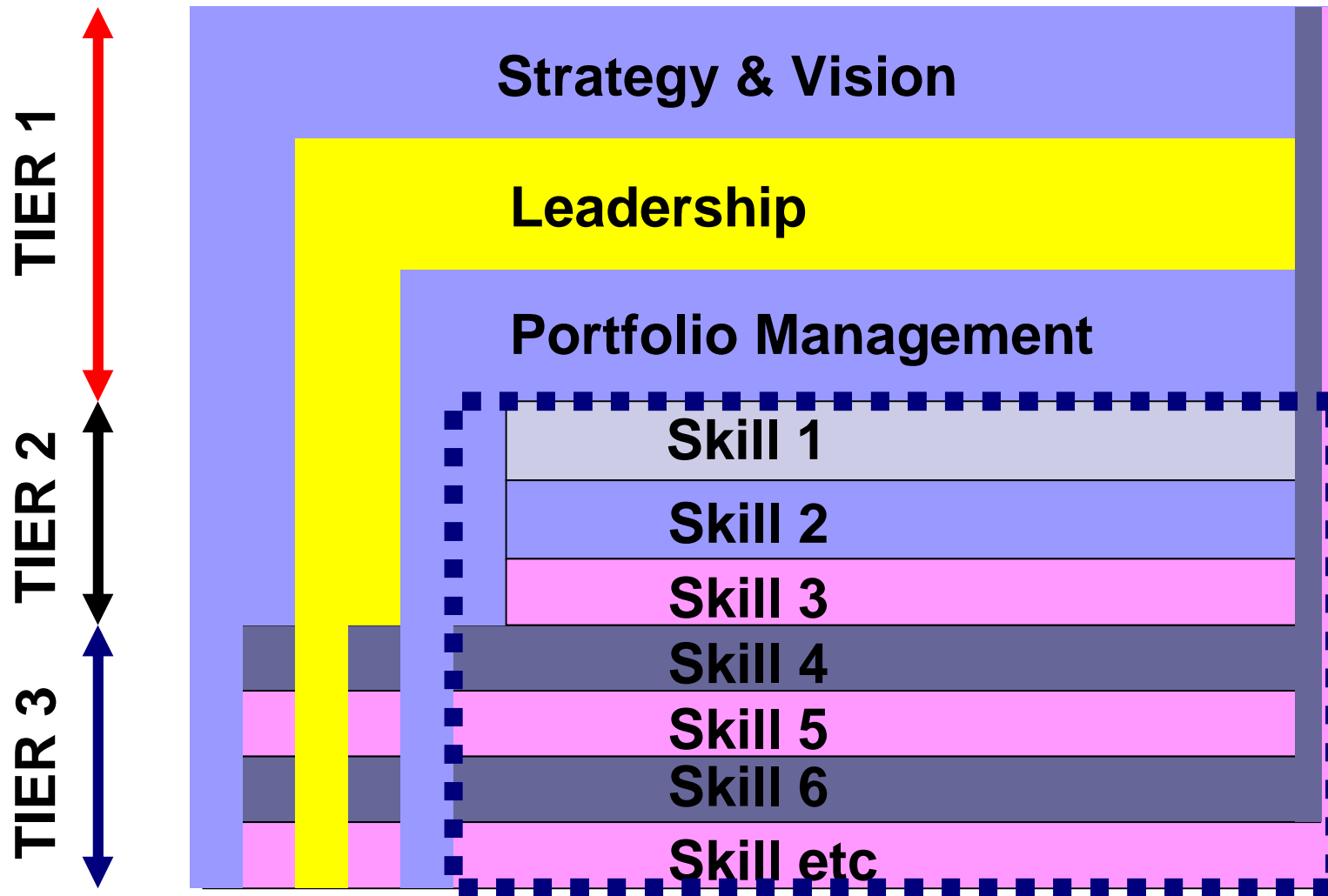
- n Health of the Organization
- n Maturity & Growth of the Organization
- n Affects whether or not you're reaching your Potential
- n How close are you to your Full Potential

# Competency Management Process





# Competencies vs Skills





## The Levels of Competency

**Applied** – demonstrated ability to perform a set of tasks with understanding and reflexivity

**Reflexive** – ability to integrate actions with the understanding of the action that one may learn and adapt to the changes when required

**Foundational** – demonstrated understanding of what and why one is doing the task

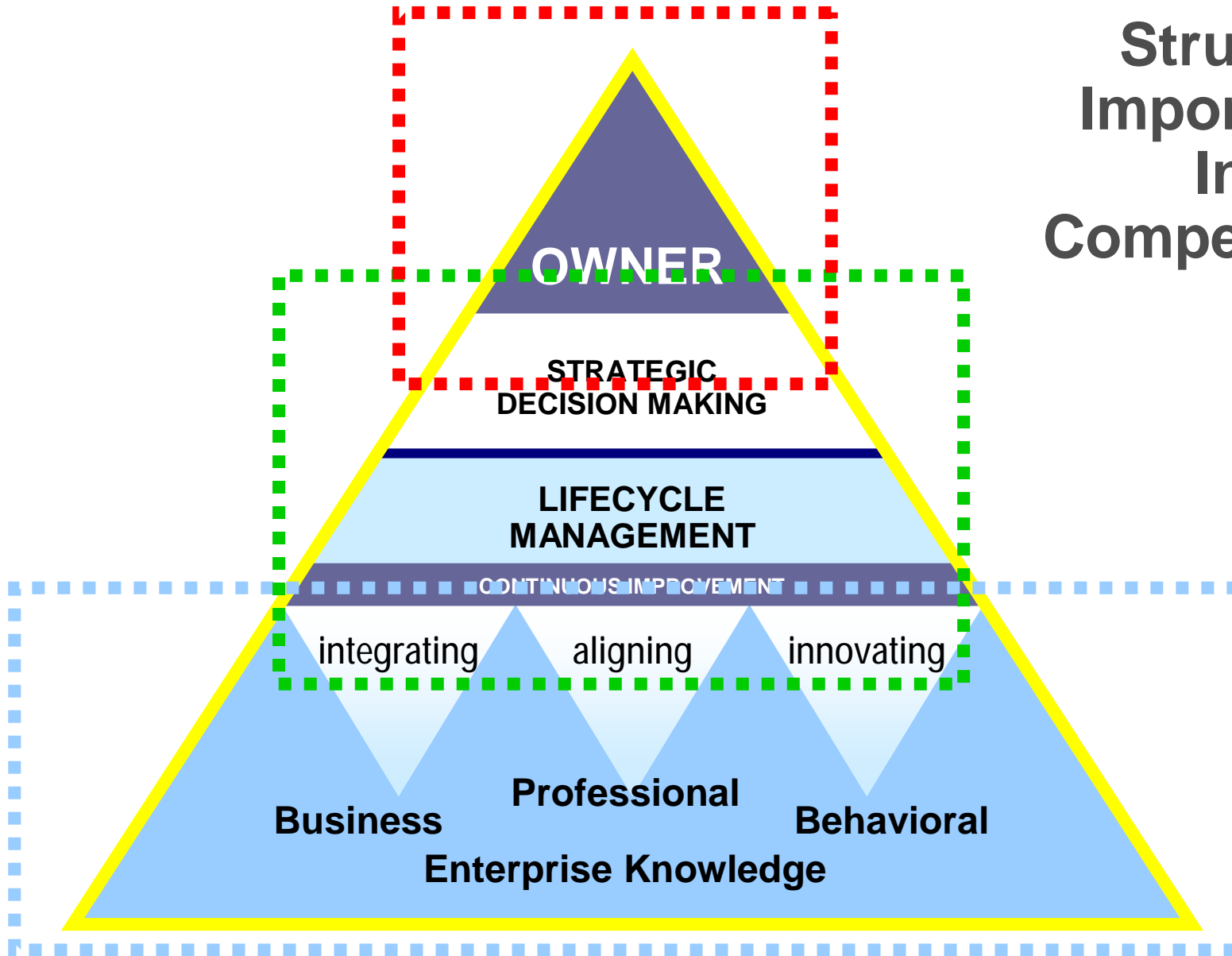
**Practical** – ability to perform a set of tasks

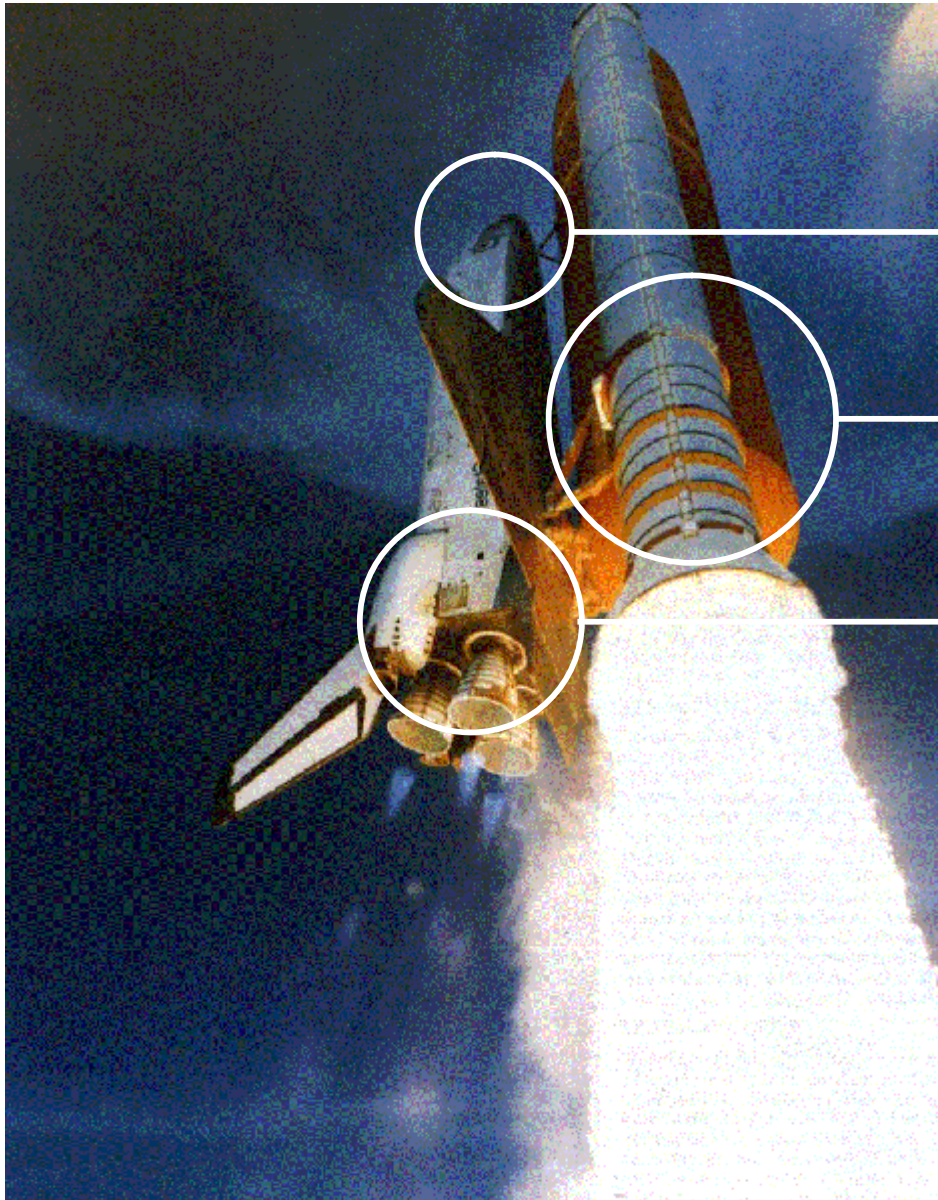
# Intern Proficiency Requirements for a Financial Institution

Core Competencies Clusters	Competency Description	Entry Skill Level				Graduate Skill Level			
		1	2	3	4	1	2	3	4
Communication Clusters		*							
Interpersonal Clusters		*	*						
Leadership Clusters		*							
Managing for Result Clusters		*							
Self-management Clusters		*	*						
Thinking Clusters		*	*						



# Structural Importance In Core Competency





**Core Competencies**

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**Skills Developed**

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**Competencies**

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**ENTERPRISE VISION**

**MISSION FOCUS**

**ENTERPRISE SUPPORT**

**ENTERPRISE RESOURCES**



**MISSION ALIGNMENT**

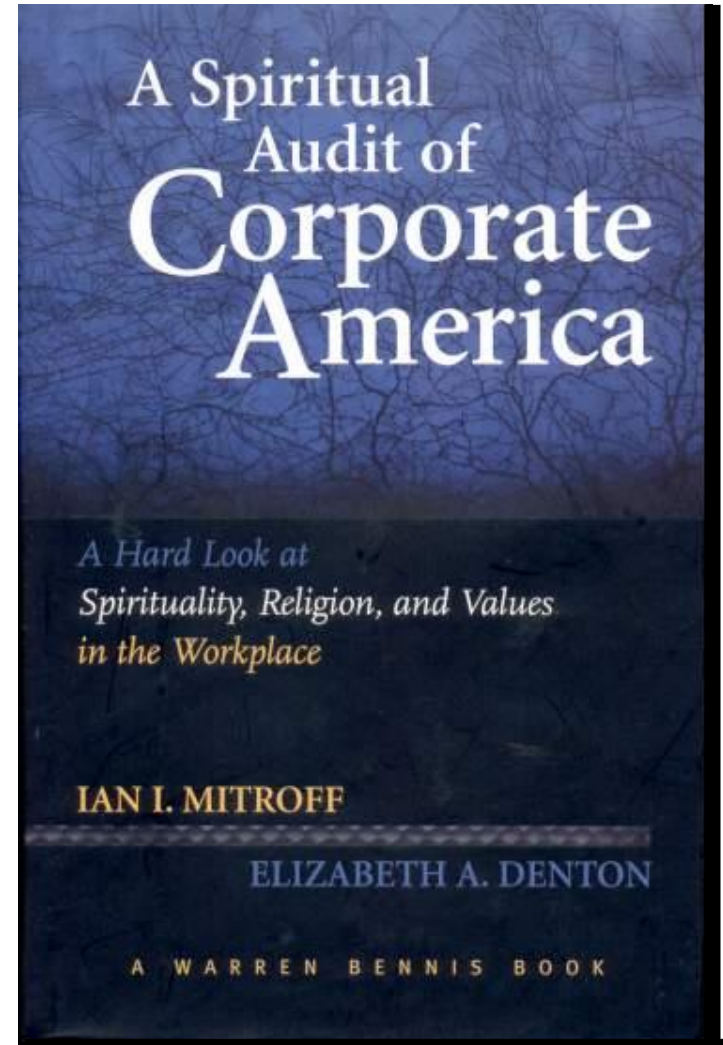
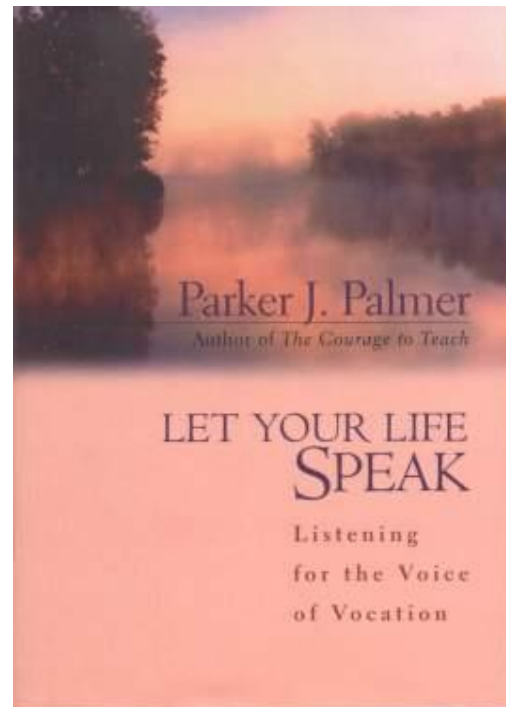
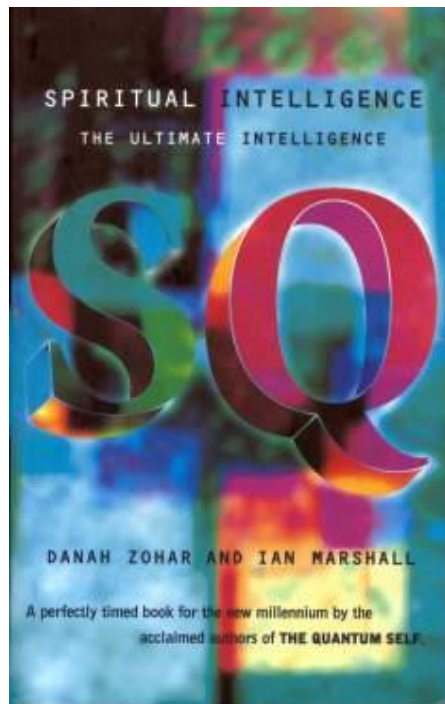
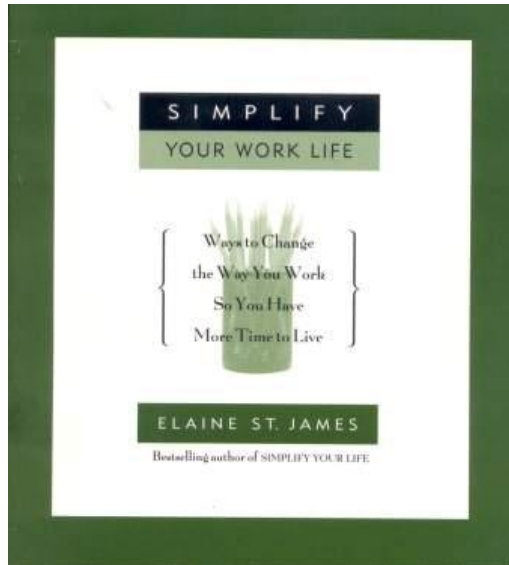



# Core Competencies Strategy

- n Organizational Leadership**
- n Comprehensive strategy for workforce development**
- n Sustained investment of resources**
- n System to measure progress toward workforce development goals**




# A New Need Emerges





**Spirituality is the basic desire to  
find ultimate meaning and  
purpose in one's life and to live  
an integrated life.**

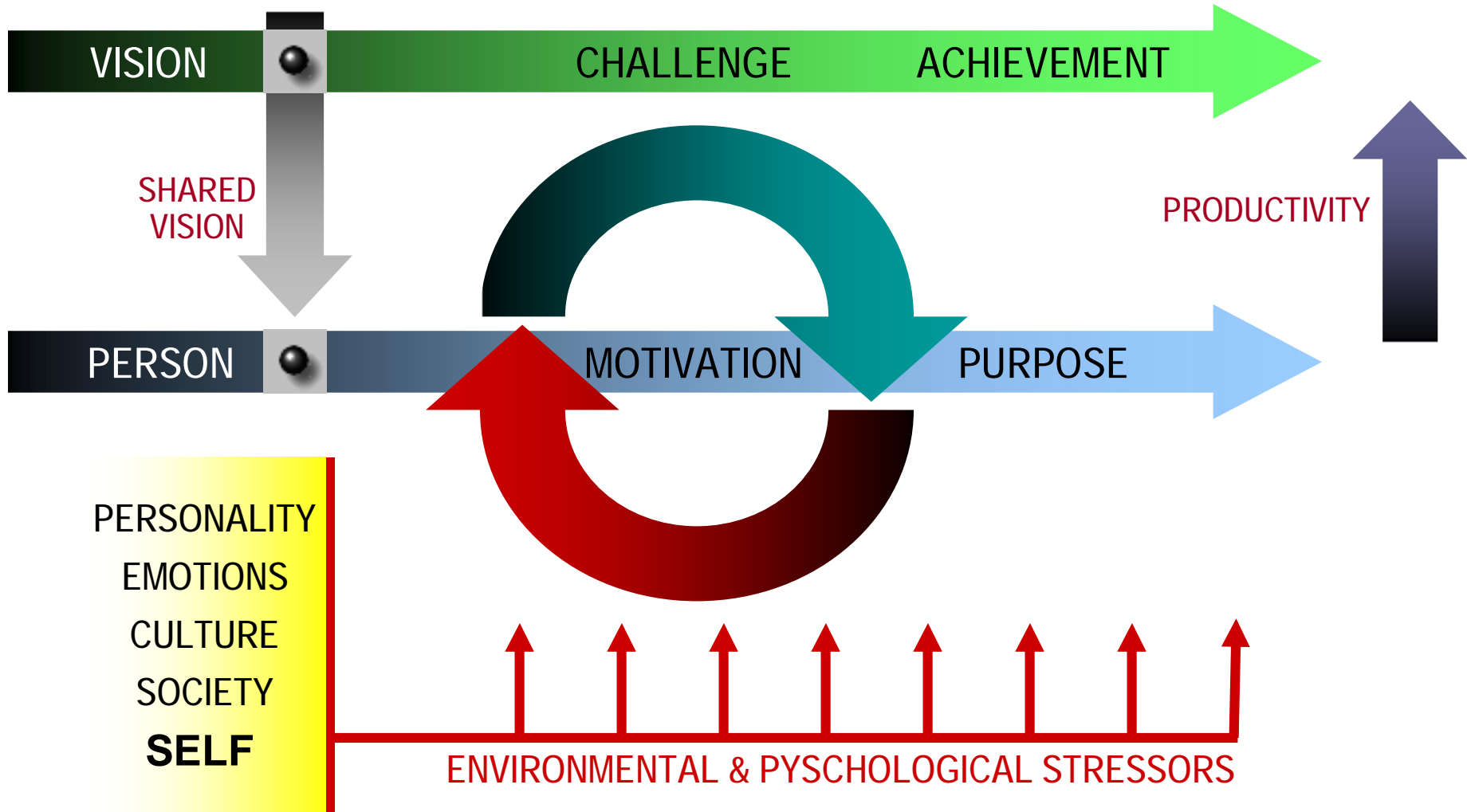
**Ian Mitroff,**  
Distinguished Professorship of Business Policy  
Marshall School of Business  
University of Southern California

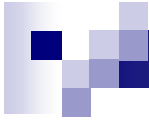


**Spiritual organizations are animated  
by meaning,  
by wholeness, and  
by seeing their work  
connected to events and people  
beyond themselves.**

**Warren Bennis**

# The Motivation Factor





Most large organizations invest in developing employees' skills, knowledge, and competence.

Very few help build and sustain their capacity – **their energy** – which is typically taken for granted



**The core problem with working long hours is that time is a finite resource.**

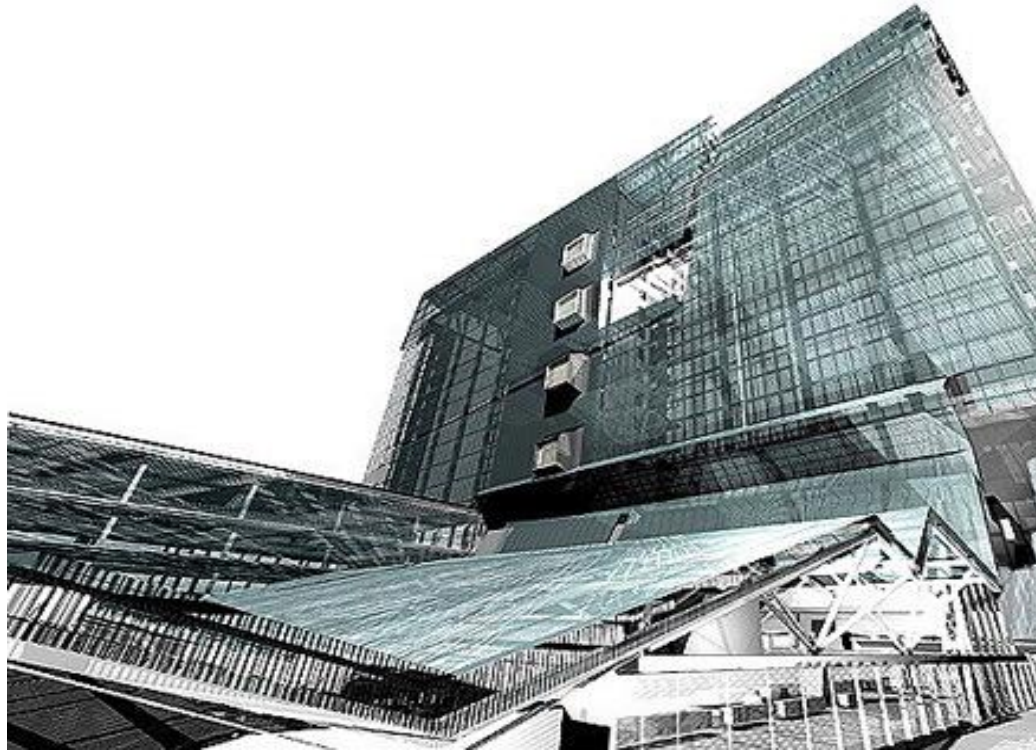
**Energy is a different story.**

**Defined in physics as the capacity to work, energy comes from four main wellsprings in human beings:**

**the body,  
emotions,  
mind,  
and spirit.**



# Questions / Discussion



*Thank You*

**Alex K. Lam**