A Comprehensive Strategy for Workforce Development

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A DEFINITION

Core competencies are those capabilities that are critical to a business achieving competitive advantage.
Enabling Work in a Networked World

A Collaborative Vision of the Role of Corporate Real Estate in 2010
External Drivers

- Technology
- Globalization
- Nature of Work

Innovation

Corporate

Social Responsibility & Sustainability

New Enterprise Business Models

- New Risks
- New Opportunities
- New Ways of Doing Business

Role of Corporate Real Estate

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

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

- Health of the Organization
- Maturity & Growth of the Organization
- Affects whether or not you’re reaching your Potential
- How close are you to your Full Potential
Competency Management Process

1. Competency Management Objectives
2. Establish Competency Criteria
3. Establish Expert Panel
4. Develop Competency Models
5. Re-align Job Categories
   Establish Competency Level
   Interview Candidates
   Match Job Assignment
Competencies vs Skills

Strategy & Vision

Leadership

Portfolio Management

Skill 1
Skill 2
Skill 3
Skill 4
Skill 5
Skill 6
Skill etc
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

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<tr>
<th>Core Competencies Clusters</th>
<th>Competency Description</th>
<th>Entry Skill Level</th>
<th>Graduate Skill Level</th>
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<td>Communication Clusters</td>
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<td>Interpersonal Clusters</td>
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Structural Importance In Core Competency

- CONTINUOUS IMPROVEMENT
- LIFECYCLE MANAGEMENT
- STRATEGIC DECISION MAKING
- integrating
- aligning
- innovating

Business
Professional
Behavioral
Enterprise Knowledge

THE NATIONAL ACADEMIES
Advisers to the Nation on Science, Engineering, and Medicine
Core Competencies Strategy

- Organizational Leadership
- Comprehensive strategy for workforce development
- Sustained investment of resources
- 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

VISION

CHALLENGE

ACHIEVEMENT

PERSONALITY

MOTIVATION

PURPOSE

EMOTIONS

CULTURE

SOCIETY

SELF

ENVIRONMENTAL & PSYCHOLOGICAL STRESSORS

PRODUCTIVITY
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