

Human Resource Executive®



EXECUTIVE EDUCATION OUTLOOK

SPECIAL ADVERTORIAL



Cultures of Competence

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Business competence enables competitive advantage. Organizational thought leaders, engaged in competency-based talent development associated with achieving strategic goals and enabling cultural change, are building cultures of competence. However, competency building alone is insufficient for meeting the competitive-engagement requirements of the 21st-century global-business environment. Competencies are fueled by adaptability. As English naturalist and evolutionist Charles Darwin offered in his *Origin of Species* concerning adaptability, "... the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself." Adapting, adjusting and applying competencies inform professional-development requirements and enable workforce competitiveness. Organizational expansion is fueled by human capital applying the specific business competencies and skills necessary to nurture productive relationships over time, as well as by distance and shifting market conditions. As a

result, human resource thought leaders are challenged to identify and develop the business and professional competencies necessary to nurture and advance relationships that power the expansion.

Frequently, these thought leaders perceive competency development as training. This is a misperception. Competency development includes training; however, training is only one component of the competency-building process. Coaching is the other. Coaching, coupled with training, establishes an environment of competency development, adaptability and continuous learning. Coaching informs and refines training; it provides an experiential context for experimentation and growth. Competency building can be enabled by using models of developmental standards and performance. An example is The RAMPS© Competency Development Model, which provides a framework for guiding competency development:

- **Relevance**—The competency to be learned is associated with a desired goal.
- **Accountability**—Individuals accept



responsibility for developing the competency.

- **Measurable**—Empirical metrics are used to evaluate competency acquisition.
- **Persistence**—Planned and continuous attention to specific goals achievement over time.
- **Sustainable**—Ability to maintain and revise competency over time.

Human resource executives cultivating cultures of competency use coaches to enable higher employee performance. These leaders recognize the power and potential inherent in using a coaching-training strategy for competency development in order to build organizational-competitive advantage. The 21st-century global-business environment promises to be challenging. Meeting these challenges with a highly skilled and professionally coached workforce responds to the question of what's ahead with the answer: cultures of competence.



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