

The 2010 Imperative – Building Competencies

As decision-makers begin the process of setting workforce priorities for 2010 following a tumultuous year, most will be placing greater emphasis on defining talent needs to include critical skills for the kind of scenarios we have outlined in the journal.

Our premise is that we are in the midst of a number of seminal trends. We noted earlier in this issue that a “bounceback” recovery is emerging as a theme for the next few years – at least for the Asia-Pacific region. We note too that research is showing signs of a turning point in staffing trends around the world with indications that many employees are looking to change jobs when the economy improves, and, according to a recent survey by Mercer, most organisations are confident that they will attract the workforce needed to meet business requirements.

In ROI terms we also believe that HR policies that deliver programs to increase the quality rather the quantity of human capital is the way of this future. And this is achieved through investment in people with training.

With these trends in mind, how do organisations plan to equip their people



to seize opportunities in 2010? Trends show that most leading organisations believe this is achieved by effective leadership across the various elements of the organisation; effective sales training to align that function with the investment in state of the art manufacturing and strong customer service training

to deliver customer satisfaction.

The customer

In a globalised world, customers are exposed to many more choices and options and it is vital for an organisation to be attuned to customer needs and demands. An organisation’s capacity to deliver to a more ‘demanding’ customer will be based on having the right talent and the right competencies to deliver on customer expectations. This is impacted across all levels and across all functions of an enterprise, from sales, to after-sales from supply chain management to finance. As already noted, some organisations such as the banks are making significant investments in the up-skilling the competencies of their people to meet growing customer demands.

Making the right investments in human capital plays an important role in an employee’s decision to join or stay with an organisation. This makes the point that rewards and compensation need to

be approached more holistically to include career development and training.

A toolkit for the global challenge

According to a 2009 survey, companies will be focusing on Leadership Training, Sales Training and Customer Service Training, supporting our premise in this issue of the need for ‘gap-filling’ in key competencies with appropriate training and development.

Gaining a competitive advantage in a changing economy and marketplace is essential for survival. What kind of leadership provides guidance and stability in your organisation? What programs can be put in place to support the leadership? These are the questions we at Mind Resources, discuss with our clients to help them fill in the gaps.

As a leading global provider of learning content, solutions and training that transforms the performance of organisations by improving and developing your most important asset – your people - we are of the view that leaders need to invest in training, learning and development programs which meet not just the objectives and goals of the organisation but which are positioned to meet the challenges of an increasingly complex economic and business environment.

Multiple channels of delivery and continuous learning are the essential elements of the ‘toolkit’ for the global change. Online learning content, DVDs, workshops, e-Learning, conferences and seminar formats, keynote speakers; are all tools that need to be mobilised.

Attracting and retaining key talent, maximising productivity of human capital is a leadership challenge at all times through an organisation’s growth and development. In a busy and often geographically distributed organisation, learning content needs to be available not just across multi-channels but also across the typical functions in any organisation – finance, marketing, sales, HR, and operations - as well as across functional areas such as communication, motivation, change, management, customer service, and leadership.

Execute the plan

A final step is often overlooked by visionary leaders who devise new strategies but fail to underpin them with detailed plans for marketplace execution. Emergent strategies are only as good as their execution. Sound execution requires not only attention to detailed planning, but requires adaptability to changing market conditions, altering tactics to meet customer needs. How effective is your organisation in executing its plans? Are your training, learning and development programs in place? ●