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Capability development: enhancing employee potential through strategic competency building and people development

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ABSTRACT

Capacity enhancement has been defined in multiple ways; its ultimate purpose is to leave behind better skilled and oriented individuals, more responsive and effective institutions, and a better policy environment for pursuing development goals. Enhancing the capabilities of people in the organization is the most inevitable change expected in the era of globalization and liberalization. People capability enhancement induces better knowledge, skill and aptitude and it develop better business opportunities during global change. To accelerate with new technology, new manufacturing and development process, new ways of meeting the needs of customers, of course, are in need of better capacities and capabilities of people at work. This paper tries to focus on the person's capability assessment, enhancement and its return to better business opportunities and organizational development.

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Introduction

In developing talent in an organization, there are many forms of development tools which has been introduced as a basis to provide a platform for the employee for growth within the targeted skill set a competency. Such employee development program can be observed as a platform for the employee to learn besides to impart and development competency needs based on the area of functional skill gaps identified. Through the structured development program, the employee would be able to improve their skill and competency standard meeting the needs and organizational expectation.

As part of the developmental objective, an organization has also started to assess the potential of their talent, through the talent management program where this is highly essential for the organization to establish their set talent pool. Maximizing the talent management outcome, an organization would pave a positive move to accelerate the capability of the potential employee by grooming the employee as the potential successor to a critical position. The scarcity of talent in the market has a direct influence to the organizational strategy to develop their internal competency program by looking at the existing talent pool for the succession management. This paper tries to explore the importance of competence enhancement through talent management in organizations across the globe.

Accelerated capability development

Accelerated capability development is one of the framework which has been introduced leveraging on the competency assessment model where the employee would be developed through a structured capability development methodology. The concepts do apply the elements of training, assessment, competency modeling, coaching and mentoring. Most of the organization has started to embark on the accelerated capability development program as a way of harnessing and conditioning the employee potential. Despite of the interchangeable outcome of investment in the talent strategy, this program has been seen to effectively demonstrate the capabilities of the employee by institutionalizing their developmental needs through proper set

of program as designed by the management. The prevailing perspectives on the program is that, the program would be able to strengthen and increased the performance improvement based on job functional skill requirement and measured the intensity of development control through specific mechanism. Under the program each of the employee will be given proper training that relevant to their needs and will be assessed on their understanding of the subject matter to ensure they would be able to apply the context in their work experience effectively manifesting their roles and execution.

Personal Development Plan

Personal Development Plan of the employee will be used as the mechanism to trace and identify the employee development needs and skill gaps. Further assessment will be conducted to streamline the set of capability intervention required by the staff. Under the personal development plan, the superior and subordinate shall undertake their role to discuss review the performance for further improvisation needs where the role of the superior is highly crucial to ensure that the employee do understand the set of expectation and deliverables required and be able to manifest their strategy aggregating collectively aspiration and issues of the employee. The assessment of the personal development plan of the employee is highly relevant to ascertain the fundamental requirements of the capability development needs of the employee to ensure that it is in line with the organizational expectation and strategy. This constructive approach would enable the organization to define the set capability parameters for the employee development through a proper evaluation of the competency requirement with proper coordination. The availability of the program is highly significant to outweigh a clear projection of capability needs for employee development and progression.

Institutionalizing the demonstrated capability

In institutionalizing the demonstrated capability of an employee through the capability development program, the organization shall define what does constitute towards accelerating the employee development needs. This shall form a

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basis for the organization to outline their strategy in determining to the right formation of capability segment. The parameter of the context shall not be limited to the capability aspects itself but should contain a holistic approach which contemplating the strategic capability building requirements as defined. The key success of the program is that the employee would be to manifest their skill at par with those who have the relevant skill sets and experience within the specific time frame. In this context, time would be an essence that differentiated the progression of the employee to be developed under the aforesaid strategy. The organization shall start to design their internal development policy varying the exception to those who able to perform in the job under the program. The promotion and progression criteria shall be observed in streamlining the above context.

Importance of assessment

To manage the above process, the assessment aspects based on the functional skill set shall be made applicable where the competency ruler shall be developed to assess the set of skill standard for the employee. Assessment in this context is highly significant as it would be able to measure on the employee strength on the job. Such understanding can be inferred where the extensiveness of the employee capability can be measured via a vis perceiving the job standard execution or competency dimension of the designed functions. The assessment has to be formulated by observing the functional and leadership skill sets based on the role accountability to give a better projection of employee capability and potential. There are cases where the employee doesn't meet the assessment criteria but would be able to perform in the job well. This is because the employee might lack in theoretical conceptualization ability due to lack of exposure or potentially because have no experience in handling critical tasks which limiting their ability to perform. The employer shall review the performance expectation and deliverables to provide specific outcome and focus based on the job dimensions and performance standard. In most cases, the employee would not be to comprehend the functional role which diminishes their capability to match their strength and preference based on the job requirement. The organization shall undertake a critical stand to in the vein the strategy to drive the competency development role modeling process to support the performance engagement.

Many organizations nowadays has faced a critical challenge in attracting and retaining their workforce. Based on the context, it can be seen that the organization should start to leverage on the employee potential perceive the capability equilibrium as a means to position a competitive environment in the developmental program. The accelerated capability development program would valuably benefit the organization by providing better prospect to the employee for growth within the skill competency requirement. To activate the above conformance, roles and capabilities in people development governance shall be observed by the stakeholders in reference to the ownership structure of the organization. This is where the coaching is deemed to be relevant where it provide a different insight in handling the job function based on the integrated technical coaching experience. The technical aspects of the coaching would be able to provide the employee a differentiated perspective on how the developmental strategy should manage particularly on the hands on experience. The interaction between the coach and the employee would devise a better understanding on the performance role where the employee would be able to

share their concern and experience on the job. The knowledge transfer in the development needs would stimulate strategic evaluation on the capability development aspects that drives the importance and understanding of the capability building in an organization.

Accountability modeling

Under the role development stream, the organization should clearly define the accountabilities of each of the stakeholders in managing the above program. In this context the accountability modeling is highly significant to demarcate each of the real prospect of the stakeholders. Signaling a credible commitment towards the accelerated capability development program, the set of accountability should govern descriptively the area of focus in reference to the define capability development strategy. This is to ensure that the program do clearly adjudicate the developmental control of the employee in the organization. The interdependency of the capability development area and the functional skill competency requirement is highly pivotal to expose reliance and connection on the overall people development segments and practices. The capability development is a hybrid towards employee progression that streamline the performance functions and organizational practices for broader solutions. It is highly imperative that the organization to conduct their internal assessment on the succession planning where the organization would be able to supply a highly motivated capable workforce within the stipulated time period to avoid any people management issues. It needs to be understood that the dynamic accelerated capability management can be observed as an organizational transformation in bridging the functional skill gaps with the related development needs where the differentiated methodology and approach being used in modeling the right context of people development segments. Organizational capabilities are highly significant to enable the design program meeting its expectation and objectives. This is aligned strategically with the intent that the organization is able to produce a capable workforce which reiterate the dynamics and importance of capability development in managing workforce capabilities. The interest in of the organization in the accelerated capability development program has created a focus towards reassessing the current capability development framework and the organizational processes in developing and renewing the resource bases competency and capability development platform. The key implication of the dynamic capabilities of the workforce is that the organization not only moving towards a competitive advantage but the capability building would be able to activate and exploit organizational performance through their existing resources. In the dynamic markets of today competitive advantage rest on the ability to constantly develop organizational capabilities in the capability development area , which in instances would form a basis for organizational transformation which leading towards operational excellence. Therefore, constantly renewing the capability development program may lead towards a competitive advantages of the organization.

People development capability concept

Building from the previous research, the stance of the organization to manifest the dynamic of people development capability concept has added an understanding of the challenges involved in realizing the accelerated capability development approach and transformation. The capability development strategy has to be clearly defined to suit the organizational

capabilities in facilitating the design development approach to ensure it would be able to sustain. In the long run it is insufficient to have a strong capability development strategy. Thus, in this context, the organization shall also be resourceful to manage the total capability workforce. The dynamic of people development capabilities can be seen as an extension of resource based view where the organization may conceive a wide range of capability development resources, e.g. technologies, skills, and knowledge-based resources. Competitive advantage originates from the creative integration and subsequent exploitation of these resources in the market place which may have direct impact to the accelerated capability development. It can be observed as the convergence of the skill and functional requirement that decentralize the importance of capability development needs. Furthermore, within the capability development approach, it has clearly been emphasized that the key towards achieving a sustaining the competitive advantage of the accelerated capability development program lies in the organizational strategy based on its the ability to integrate different resources to form industrial practice and benchmark. Within the research context, it postulates that, the dynamic of the accelerated capability development concept is subject to the underlying mechanisms and development approach in reference to the organizational strategic resources. Attention has been given to organizational learning, organizational processes of exploitation and exploration as fundamental business processes. The knowledge transfer and absorptive capacity of the capability development segments was also part of the pertinent consideration that contributes towards the success of its implementation of the program. Based on the above two, the demonstrated workforce capabilities under the accelerated capability development program are assemblies which would ascertain the well known knowledge management activities that change the organizational knowledge-based resources and performance.

Prior to delving into the complexity of accelerated capability development, it is imperative to highlight the fundamental definition of accelerated is in view to seek for a common standpoint which depicts a progression on the functional capability management of individual through specific intervention module and cross developmental process. This would unveil an iterative fashion over a period of time, comprises a series of interlocking developmental needs. The defining concept of the capability development has to be observed as a continuous process of developmental alignment to the functional skill and competency development. Thus, organizational capability development is a continuous process of experiment and adapt which aimed at matching an organization's capability to the right skill set for employee development. By the same token, the organizational strategy as a transformative change through a complex adaptive system outcome. This will consist of three stages: increased organizing, tension and a threshold, and newly emerging configuration in the people development segment.

Changes in organization capability development model

Another pertinent concept under the accelerated capability development is that, the change in the organization's strategy shall capture the skill practitioners' attention to develop and design the capability development program. This is to suggest that the fundamental changes in an organization capability development model can be categorized into two main dimensions: changes in culture and changes in structure. As for

the structural change in organization capability framework, the evolution of the theoretical perspectives of organization design, ranging from bureaucratic organization to network organization has significant impact to outline the design approach. The empirical evidence on accelerated capability development constructs is emphasized to tailor to the organizational capability design. By virtue of the previous study it was commented that the importance of change management strategy in the capability development transformational program can be better comprehended if it is viewed in the context of talent management strategy.

Furthermore, ample evidence shows that the capability development change are well-orchestrated and integrated should the design approach may be able to provide responds to needs for learning, realignment, talent development, and functional skill development intervention. With the above form of calibration, the employee might find themselves in the fast lane platform to achieve success and improvement. The strategic impact on the design approach in the capability development program may give a better perspective across working cultures and environments which are enormously disparate. Based on the design empirical study it posits that there are three different emphases in conceptualizations of resistance: as a cognitive state, as an emotional state, and as a behavior in the acceptance of the accelerated process of capability development needs. These constructs might be well understood through the sources of change resistance, which differentiated the role of the individual and organization levels which required objective intervention.

Resistance to change

As for optimizing the change resistance, towards the accelerated program, the organization would require an employee readiness to accept the change. Normally, their readiness emerges when the employees perceive little personal risk of change and feel highly dissatisfied with the status quo resulted from uncertain measures or effect with no significant. In most situations, the organization may not be able to outweigh the adaptability to the new methodology. In this context the resistance to change seems to be submerged. In addition, successful organizational adaptation is increasingly reliant on generating employee capability development support would be the impetus to accelerate the changes, rather than merely overcoming issues on capability management. Although the accountability in managing the above shall be done by the competent individual in an organization that will take charge of the change improvement.

The accelerated capability development drives are highly substantial, to ensure that the change effort takes place and is well carried out. It has been argued that there has been relatively little empirical research on the clear-cut roles played by the capability developer in concentrating towards designing improvement in their internal program. Most of the program has been remain static unchanged which denotes immateriality for capability development acceleration. It was analyzed that the skills and competency essential to be a successful capability developer which depict an important role to design the right magnitude of organizational capability setting based on the structured qualities of the organizational workforce.

What's to be done?

In order to formulate accelerated capability development strategies, a series of change stages needs to be closely scrutinized. Traditionally, the capability development

framework shall form the basis of the organization of change levels: not stereotyping, moving and refreshing. Each phase is consistent with certain cognitive statement which imply a clear disposition of competency requirement as per the job functions. A better understanding of accelerated capability development change has been supported by empirical evidence which was extensively studied to explore the nexus of the capability and competency development area.

Undoubtedly, the capability development parameters are one of the most significant tools in managing the above requirement. The capability development parameters plays a pivotal role in collaborating all aspects of the capability development needs which link together the capability and functional skill relationships. Moreover, in the organizational level, it asserts that the capability development communication is embedded in every aspect of the strategy and approach to transform the workforce into an effective organization. There is where the blended learning approach will be capitalized in enhancing the accelerated capability development approach in the learning organization. As such, organizational communication is essentially viewed as the collective interactive process of generating and interpreting the capability development segments where the skill practitioner within the organization through either direction (one-way) or bidirectional (two-way) manner of communication will convey the elaborated concept comprehensively. For instance, the nature of hierarchical capability developed relationships with people development patterns is examined in the research. It is found that a high bureaucratic organization tends to shape its people development practices in a vertical formal way, such as a top-down chain of command through structured or linear capability development approach due to job specialization, while blended functional learning segments may not be well exposed.

The define capability development communication as “the exchange platform for the knowledge information transfer between capability originator and the employee may give an inference of the level of capability intervention involve to reach towards a common implementation. Recently, a description of capability development theories has expanded to integrate more psychological and cognitive aspects of the accelerated capability development strategy. The perceptual people development model is basically elaborated from a traditional approach which focus on the skill development conveyance without applying the organizational capability design factors.

Conclusion

At the outset of the organizational capabilities, there is a trend of increasingly rapid change in the organization's way of managing employee capability. The employee receptiveness on the accelerated capability development program and also the organizational change preparedness are axiomatic towards a successful transformation of workforce capabilities. Since the change schemes require ample intervention measures, the organizational strategy may help to reduce confusion and to realign capability development structural patterns to support the new both capability development formulation and implementation plans. The capability developer in an organization plays a crucial role in navigating change towards the planned direction.

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