

Forget the Map, Get a Compass: Capable People and Capable Organisations

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Personal Journeys

- **People, organisations and communities in crisis**
- **Problems of Adjustment**
- **Prozac and the Brave New World**
- **Therapy as a band-aid solution**
- **The vital role of education**

Adaptation and Change

- **Globalisation**
- **Technological change outstrips human resource management change**
- **Casualisation of the work force**
- **Rapidity of change**
- **Deteriorating personal environment**

Adaptation

- **The nature of the world is such that it has overcome the capacity of humans to adapt**

Changing Workplaces and Communities

- **Hierarchy and flat vs Networking**
- **Fixed vs Dynamic organisational strategy and architecture**
- **Rigid vs Dynamic work organisation**
- **Functional skilling vs Learning**

Changing Workplaces and Communities

- **Team membership vs Multi team membership**
- **Technical systems vs Socio-technical systems**
- **Local vs Cross-cultural learning**

Changing Workplaces and Communities

- **Open vs closed system**
- **Product vs Process**
- **Individual vs Teams and networks**
- **Supervisor vs Leader, coach and mentor**
- **Competence vs Capability**

Is There a Need?

- **In a knowledge-based economy, an organisation must be more innovative to keep up with the accelerated speed of change, and its workforce must acquire learning skills that will foster innovativeness...**
 - **HR Focus**

Is There a Need?

- **Karpin Report**
 - managers will be selected for their ability to obtain knowledge, learn, change and innovate
 - the learning organisation
 - manager as facilitator and coach

Is There a Need?

- **Executives who derail:**
 - Were too rigid
 - Had poor relationships
 - Had low self-control
 - Were defensive
 - Had poor social skills
 - Did not develop excellent relationships

Is There a Need?

- Surveys of managers show that technical skills and cognitive ability account for only 20% of required competencies

Is There a Need?

- Survey of over 12000 employees
 - interpersonal skills
 - listening
 - empathy
 - leadership
 - support

Complexity Theory

- **The awe inspiring complex**
- **Dinosaurs and the unpredictable**
- **Where's the rest of the variance**
- **Imposing theory**
- **Generalisation**

Derailment

- **Difficulty in moulding staff**
- **Difficulty in making strategic transitions**
- **Lack of follow-through**
- **Poor treatment of others**
- **Overdependence**
- **Disagreements with higher management**



Competing Paradigms

- "School pokes your eyes out. University teaches you Braille and postgraduate education is speed-reading in Braille.
(Fred Emery)

Missing the Obvious

- **Common Sense**
- **Imagination**
- **Ethics**
- **Intuition**
- **Memory**
- **Reason**

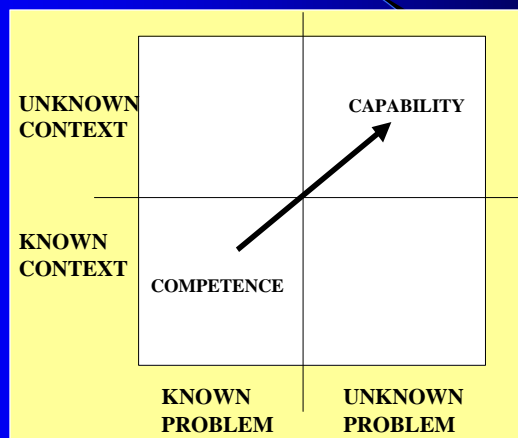
The Capability Pedigree

- **Fundamental difference in how we understand people based in humanism**
 - **Lewin**
 - **Maslow and Rogers**
 - **Argyris and Schon**
 - **Graves, Long**
 - **Kemmis and McTaggart**
 - **Capability and heutagogy**

Capability

- **Capable people**
 - know how to learn
 - are creative
 - have justified self-efficacy
 - own appropriate values
 - use competencies in novel situations
 - work well with others

Beyond Competence



Capability

Competence is to capability as
ingredients are to puddings

Discuss

People Development

Hardest to Change

Traits

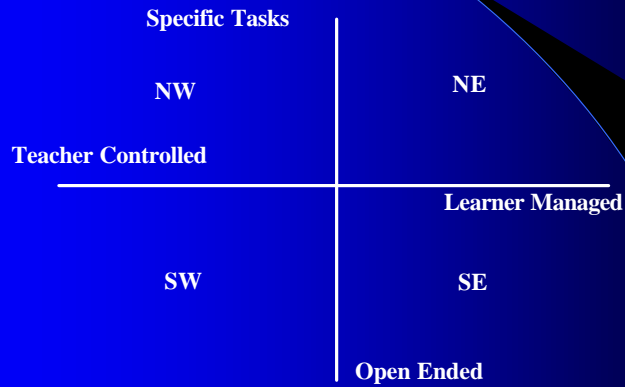
Attitudes

Skills

Knowledge

Easiest to Change

Learning Grid



Emotional Intelligence

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills
- Adaptability
- Optimism

Emotional Intelligence

- Emotional awareness
- Self-assessment
- Self-control
- Adaptability
- Optimism

Organisational Model One

<u>Governing Values</u>	<u>Action Strategy</u>	<u>Relationship</u>	<u>Learning</u>
Pursue own goals	Control the environment	Perceived defensiveness	Self-fulfilling processes
Play to win	Control the task	Defensive relationships	Single-loop learning
Minimise negative feelings	Unilaterally protect self	Defensive norms	Untested attributions
Rationality not emotionality	Unilaterally protect others	Low choice commitment	Single-loop learning

Organisational Model Two

<u>Governing Values</u>	<u>Action Strategy</u>	<u>Relationships</u>	<u>Learning</u>
Valid information	Environments with personal freedom	Minimal defensiveness	Disconfirmable processes
Free and informed choice	Joint control of task	Non-defensive relationships	Double-loop learning
People responsible for own behaviour	Joint protection of self	Learning-oriented norms	Public testing of attributions
Openness	Bilateral protection of others	High choice commitment	Double-loop learning

Capable Organisations

- **Awareness of the complexity of preparing for the future and an appropriate allocation of time and resources to the task.**
- **Vision and value driven**
- **A management that unambiguously supports the vision of the future consistent with many of the elements of capability.**
- **Commitment to learning**
- **Skilled leaders rather than managers**

Capable Organisations

- Knowledge sharing rather than knowledge hoarding
- High level of communication and collaboration
- Teams
- Intrinsic and extrinsic reward systems
- Performance evaluation
- Multiskilling

So, On Reflection.....



Opportunities

- **System thinking**
- **Reflective practice-imagination**
- **Action learning**
- **Organisational learning**
- **Coaching**
- **Knowledge management**

Opportunities

- **Cross-cultural learning**
- **Participative approaches**
- **Socio-technical design**
- **Alignment**

Action Research and Learning

- **Metaprocess**
- **Participatory**
 - Involve all stakeholders
- **Transparent**
 - Check and re-check
- **Reflective and double loop**
- **Mixes learning and systemic solutions**
- **Enhances capability**
- **Keeps the bastards honest**