

MANAGEMENT COMPETENCIES ANNO 2025

een empirische verkenning

Don Ropes

Lector, Centre for Research in Intellectual Capital

Agenda

1. Introduction
2. Purpose
3. Research questions
4. Method and methodology
5. Results (I&II)
6. Discussion
7. Implications

Introduction

Airports, like most modern organizations, are constantly changing and developing in order to maintain or increase competitive advantage (Cruz & Marques, 2011).

According to interviews held with upper management, Holland Airport (*HA from now on*) is no different from other organizations or airports in this regard.

**HA has a 'Chief Plan 2025' to guide this.
*But they forgot to put the people in it.***

Purpose

- 1) To help *HA* to define and understand what competencies lower management will need in the *HA* of 2025
- 1) To help management educators to design curricula that matches with the expectations business has of students.

Research Questions

“What will the competency profile of lower management employees from different business units look like in the year 2025?”

Along what lines will HA develop in regards to the internal organization in 2025?

What will be fundamental competencies of employees in the HA of 2025??

Method

Job Competency Assessment Method using an “Inventor’s approach” (Garavan and McGuire, 2001)

- 1. Sketch the organization of the future**
- 2. Develop a model for effective performance**
- 3. Member check the model**

A note on rigor: 3/5 (medium) in the 10-dimension Level of Rigor Scale (Shippmann et al., 2000).

Methodology

- *Justification of qualitative approach*
- *Desk research*
- *Interviews and focus groups*
- *Data analysis following Patton (2002)*

Trustworthiness of the research

Following Lincoln and Guba (1985):

Prolonged engagement – we were gathering data for five months inside HA, from January 2013 to June 2013.

Persistent observation – we reflected continually on the context of HA; its physical and social environment.

Triangulation – we gathered different types of data at different times and in different ways.

Peer debriefing – each step of the research process was iteratively discussed among all five researchers.

Member-checks – we reported both preliminary and final results to research participants, asking for feedback.

Results (I) – Holland Airport anno 2025

RQ was: ‘Along what lines will HA develop in regards to the internal organization in 2025?’

Method: Interviews with five strategic-level HR managers and head of strategy based on recurring themes found in the desk research.

Answer: HA will develop into a learning organization.

A learning organization (through HA's eyes)

Mobility. Employees work throughout the whole organization

Diversity. Diversity as an added value for the organization.

Flat organizational structure. Fewer management layers.

Collaboration and partnerships. More and more internal and external partners.

Innovation. Through continual innovation HA adapts and changes with the external environment.

Outsourcing. Maintaining effectiveness without growth of personnel.

Results (II) – lower management competencies anno 2025

RQ was: ‘What will be fundamental competencies of employees in the HA of 2025?’

Methodology; interviews and focus groups; summative content analysis (Hsieh & Shannon, 2005)

The Fundamental Competencies

“Fundamental competencies are those that are desirable regardless of an individual’s area of expertise or role in the organization.” (ASTD 2012)

***Professional competencies* refer to behaviors on the work-floor and in the organization. We defined eight of these.**

***Interpersonal competencies* are relational in nature and refer to working with others effectively. We defined six of these**

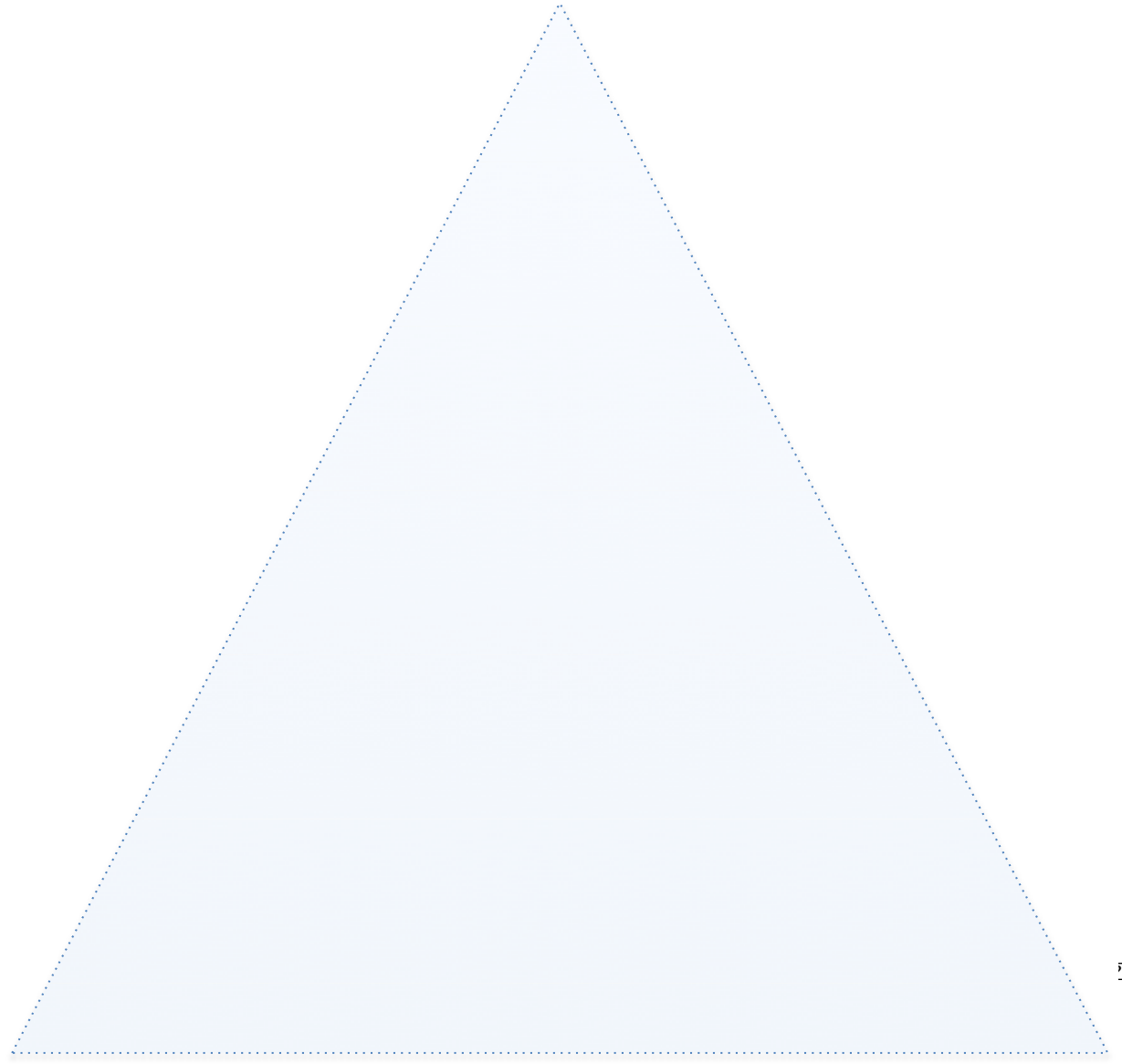
***Personal competencies* are not directly related to ones function in the organization. We defined nine of these.**

Discussion

Fundamental competencies are meta-competencies;

- **needed to function effectively throughout the breadth of the organization.**
- **person-oriented rather than task-oriented.**
- **linked to team competencies.**
- **long-term, having an humanistic orientation.**

Conclusion





Implications for HA

- **HRM based on roles rather than on official functions**
- **Changes in recruitment practices**
- **Pay the person (not the function)**
- **Pay for non-task performance**
- **Training and development more complicated**
- **HRM decentralized and bottom up**



Implications for Business Schools

The challenge is to develop programs that prepare students to deal with ambiguity and interpretation, which is “the essence of organization”. (e Cunha, 2004)

Integrate complexity, don't simplify it.

Stimulate complicated and multiple understandings.

Teach varying perspectives using theoretical diversity and alternative frameworks.



Concluding remarks – critical reflection

- **Links between roles and competences weak**
- **Organization centric - we didn't consider societal trends**
- **Functional competences need more research**
- **Sample size is small**

Thanks.



Sources

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