



CbBD

Competence based Business Development

**Organizational competencies as basis for
successful companies**

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Research for Success

Agenda

... of the next 30 minutes

- **Where we build on ... the basis**
- **Connections ... the model**
- **Goal and Results**



Introduction

*„What we know is a drop.
What we don't know is an ocean.“*

(Isaac Newton)



Competence

Our working definition

(Human) competence is a combination of **knowledge** (explicit and implicit), **abilities** and **skills** influenced by needs, motives, personal goals, values, standards and attitudes.

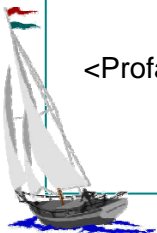
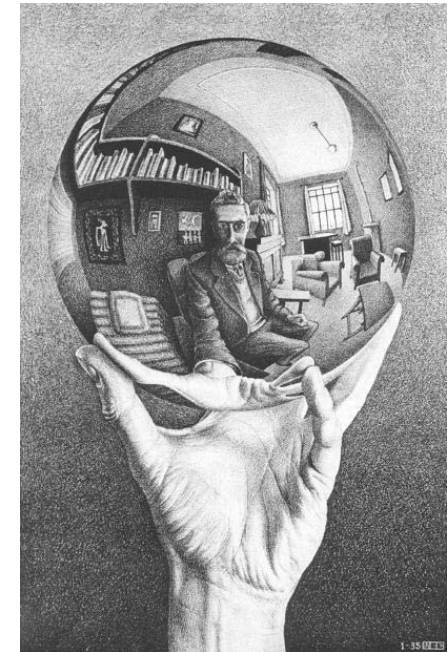
Additional features

- effective use of resources
- repeated application
- handling of tasks within defined conditions

Distinction

- *Active competencies*
- *Passive competencies*

<Profactor 2004>



Competence based Business Development

What is CbBD?

- Collection, analysis, further development and use of organizational competencies (*human competencies and resources*) to aim the organizational strategic development.

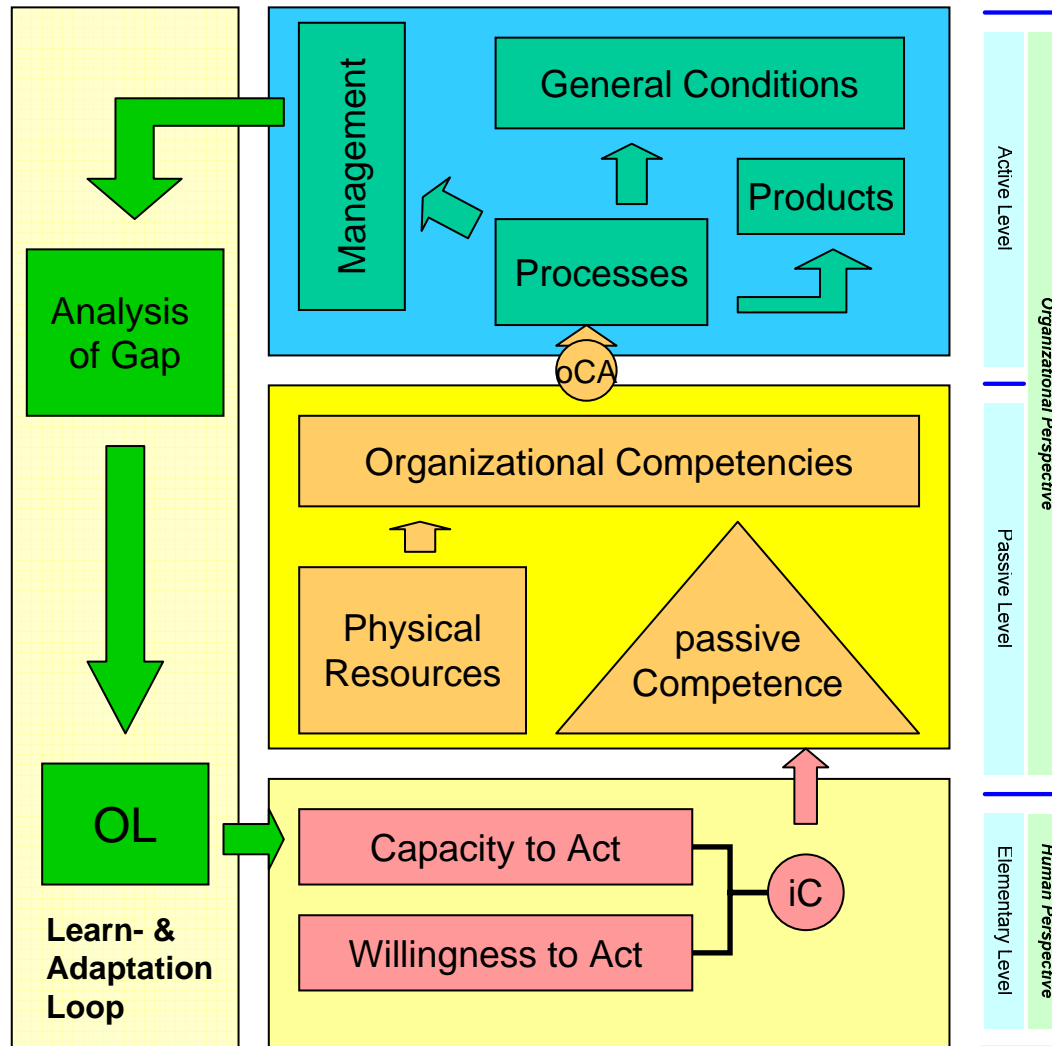
- Under consideration of:
 - Organizational influence factors
 - Influence factors from market

- Application
 - Product development
 - Human resource development
 - Organizational development

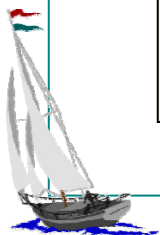


Competence-Model

At a glance – the theoretical background



iC = individual human competence
oCA = Organizational Capacity to Act

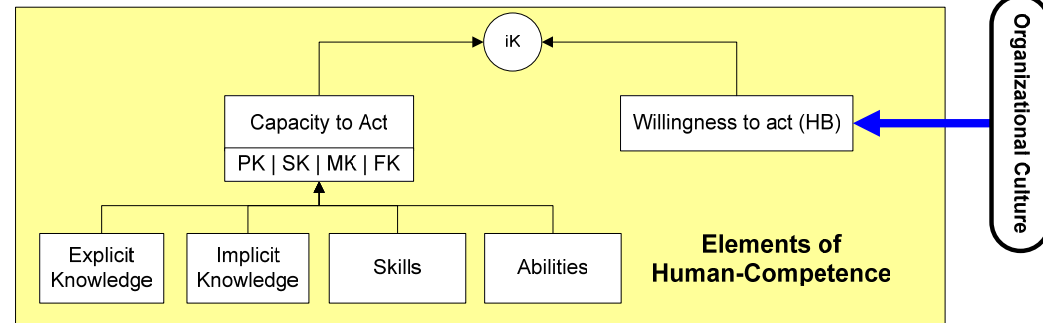


Human Competence

Knowledge, Skills,

➤ Capability to Act

- Explicit Knowledge
- Implicit Knowledge
- Skills
- Abilities

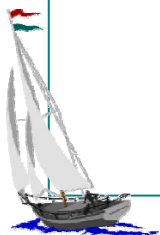


➤ Competencies

- Personal Competence
- Social Competence
- Methodology Competence
- Professional Competence

Multiplication - **Willingness to act**

- Motivation
- Health, Well being
- Commitment
-



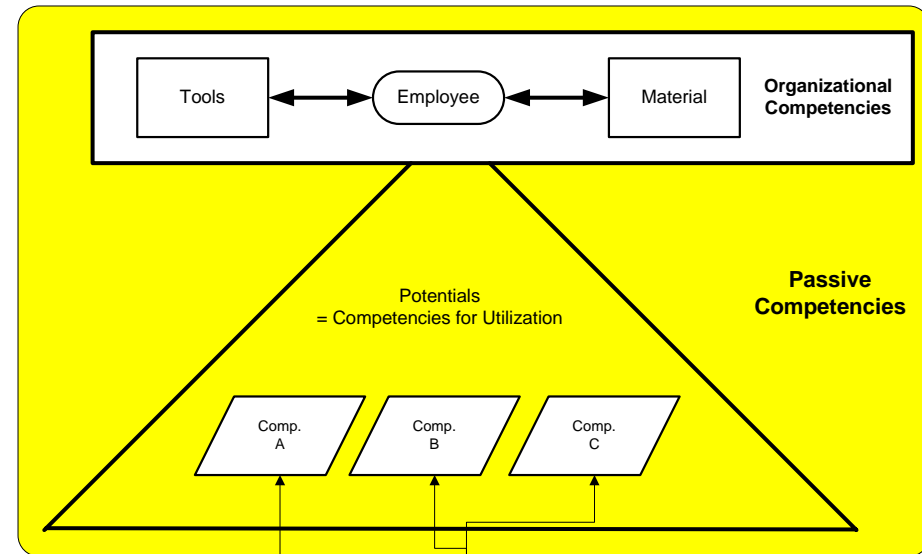
Passive Competencies

Passive economic assets of a company

Organizational Competence
is the combination of human competence and physical resources.

Components

- Employees
- Tools
- Materials



PASSIVE

- No active use
- “sleeping” possibility
- conscious / unconscious



Active Competencies

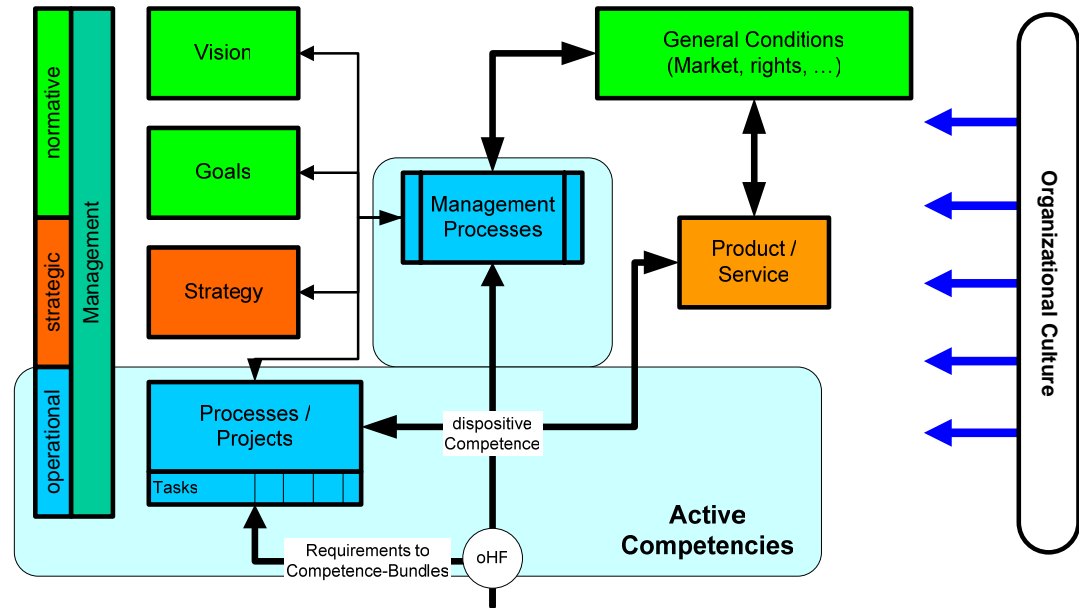
Activation of Passive Competencies

Activation of Competencies

- Processes / Projects → Products and Services
- Management Processes

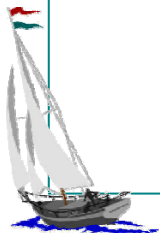
Management Aspects

- Vision, Mission, Strategy
- General Conditions
- Organizational Environment



Influencing Factors

- Organization (Time, Space, Rights)
- Organizational Culture
- Technology
- Humans



Creation of Competencies

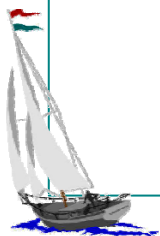
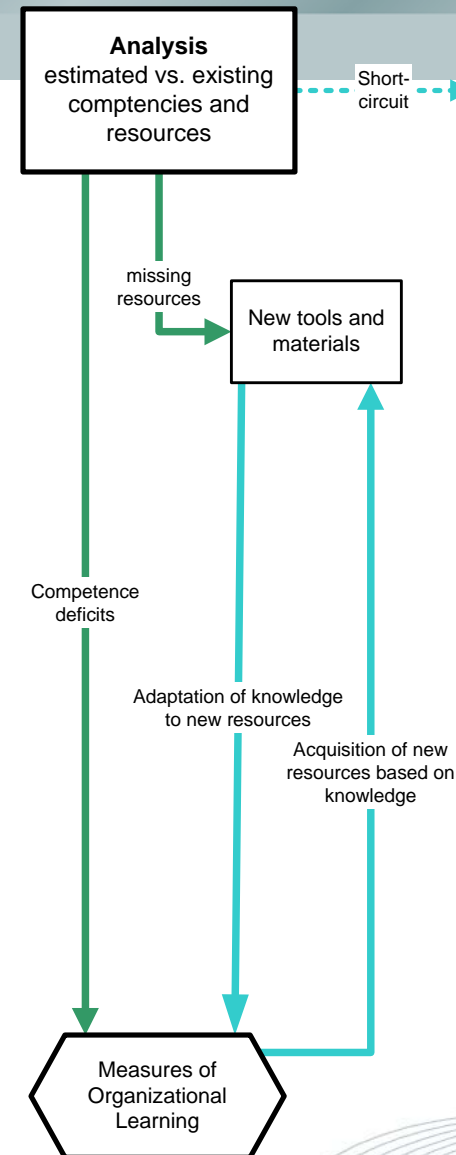
Learning and providing new resources

Learning- / Adaptation Loop

- Analysis of GAP between current / future demands and existing competencies
- Building new competencies
- Provision of new tools and materials

Short Circuit → direct influence to management activities

Second (internal) loop for reaction to handle new passive competencies based on learning and new resources



Aim and benefit of CbBD

- Sustainable economic success of enterprises
- Effective usage of existing competencies
- Specific creation of new competencies
- Creation and development of potentials
- Reduction of risks
- Opening of new markets / strategic fields



Current state

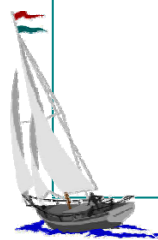
Collection and analysis of competencies

Collection of competencies

- Biographical interviews
- Competence workshops

Further activities

- Identification of division's competencies
- Definition of division specific strategy based on competencies
- Continuous awareness of influencing factors



Management of Competencies

It's up to you to start!

*You cannot cross an ocean,
by simply staring to the water.*

Rabindranath Tagore



Thank's for your attention!

***Knowledge Management doesn't start with a solution –
It starts with a question.***

Bernhard SCHMIEDINGER

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