

Appendix B

Competency Matrix

Boosting your personal knowledge about Organizational Intelligence as a guiding business principle through continuing education helps you and your company to stay abreast of the competition. You can be instrumental in causing a positive IQ turnaround in your company. There is a vast suite of resources available to deepen your personal knowledge on the broad theme of Organizational Intelligence (short video clips, Powerpoint presentations, academic textbooks, executive summaries, online inventories, PDF and text files, dedicated specialist journals, conference proceedings, resource sites, courses (both traditional and online) for professionals, as well as consultancy services). This appendix provides a Competency Matrix to check your mastery of the subject matter.

Competency matrix for leadership in organizational intelligence

	Level of mastery →	Awareness-Basic	Practical-Skillful	Advanced-Genius
	Characterized by →	Recognition and understanding	Application, feedback and best practice	Experimentation and innovation
	Key skill ↓	Which competency level? Ability to:	Which competency level? Ability to:	Which competency level? Ability to:
Chap. 1	Corporate Necessity	Explain the relevance of acquiring Corporate IQ	Develop opportunities for acquiring Corporate IQ	Develop new knowledge sharing options within Societal Trinity and NGOs
Chap. 2	Knowledge nets	Share knowledge on the value chain and knowledge networks	Establish communities of practice, knowledge networks and maps	Build competitive advantage by expanding knowledge and value networks

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Chap. 3	Organizational learning	Promote learning as corporate strategy	Lead with a shared vision of organizational intelligence	Develop new approaches to speedup organizational learning
Chap. 4	Knowledge management	Access explicit knowledge	Unlock tacit knowledge	Accelerate knowledge flow and sharing
Chap. 5	Leadership vision	Promote lifelong learning and market the organizational learning program	Align individual and corporate learning, develop competency profiles	Develop new ways to increase the speed of multi-resolution communication
Chap. 6	Team learning	Promote leadership and teamwork processes	Create experiential learning opportunities	Innovate networked learning and introduce new learning modes
Chap. 7	Innovation and creativity	Stimulate business innovation	Validate new ideas	Speed up the innovation cycle
Chap. 8	Decision-making	Framing the problem and deal with uncertainties	Merge knowledge flows in uncertainty analysis and decision-making	Enhance the efficiency of knowledge transfer in decision-making
Chap. 9	Strategy and scenarios	Develop strategy options	Apply scenarios to choose between strategy options	Facilitate breakthroughs in technology, workflow or people integration
Chap. 10	Portfolio management	Manage risk and opportunities	Balance portfolios	Optimize portfolio value by developing new methods
Chap. 11	Governance	Understand role of sustainable development for societal stability, poverty reduction creates new markets	Practice good corporate governance and support NGOs role in sustainable globalization	Improve life-cycle planning using full life-cycle costing
Chap. 12	Communication	Share vision, beliefs and knowledge	Remove communication barriers	Improve communication methods, depth and speed of information transfer

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Chap. 13	Negotiation	Understand tactics and psychological traps, anchoring versus problem framing	Use negotiation as a problem solving technique, share information in win-win agreements	Expand stakeholder group and establish novel methods for reaching successful business cooperation
Chap. 14	IQ challenges	Add opportunities for acquiring new tacit knowledge; reduce its extraction time	Demonstrate effect on cash flow and value of organizational learning	Provide leadership in organizational learning
Chap. 15	Maximizing Corporate IQ	Share vision of organizational intelligence	Assess Corporate IQ and develop assessment mechanisms	Initiate targeted interventions to boost organizational IQ