



Identifying distinctive and core Competences – ensuring North Metro's ability to successfully navigate the future

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Project overview

The project built on prior work with North Metro (NMHS) which concentrated on the development of an effective strategy and focused on analysing the distinctive and core competences of NMHS. It was envisaged that this undertaking would help managers gain a clear understanding of the assets and strengths within the organisation and thus be able to protect and grow those competences directly contributing to the realisation of the organisation's goals. In addition, the research sought to identify existing and potential new combinations of assets and strengths so as to position NMHS in a strong position, as well as clarify where activity should be withdrawn.

A series of workshops enabling staff from four different areas of organisation were undertaken. These workshops were supported by special purpose software providing staff with the ability to contribute simultaneously and anonymously in a very productive and 'safe and open' environment. Anonymous prioritisation of actions was also undertaken recognising the resource limitations facing the organisation. The results of each workshop were then integrated into a single assessment providing a robust, coherent way forward.

Outcomes

The project identified 32 key competences and 5 themes. It also:

- Revealed competences that were common across the service and those that were idiosyncratic to particular populations
- Highlighted the need to consider competences as systems rather than discrete activities and that patterns of competences could achieve more than the sum of their components recognising each of the themes could inform one another. (see Figure 1)
- Provided important insights for further strategy development which are currently being investigated.

