

Developing Core Competencies: From Training for Functional Skills to Learning of Tacit Knowledge

PART II

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Abstract: Drawing from skills research, Part I of this paper pointed out that most current human resource development approaches and techniques are unsuitable for developing core competencies of knowledge workers in competitive firms today. This final Part of the Paper examines the experimental research literature in psychology on the development of expertise through learning and practice. In today's knowledge organization, the traditional model of expertise development is challenged, and the new directions are presented in Nonaka and Takeuchi's modes of knowledge conversion between tacit and explicit forms of knowledge. Drawing from this literature, the author presents a framework for decision-making in firms for the development of employees from entry-level skills to functional skills, and from there to cross-functional and integrative and creative competencies. Sri Lankan organizations and their top management have yet to recognize the creative and durable contributions of knowledge workers and invest in them as a matter of strategic concern for business.