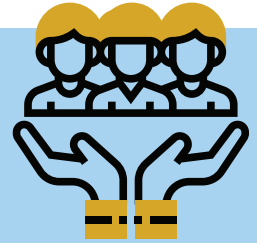


# Organizational Competencies and Performance

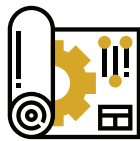


## BACKGROUND

The construction industry is highly uncertain, complex, and dynamic, and it demands continuous improvement in quality, productivity, and performance. However, it is often criticized for underperforming compared to other industries. Organizational competencies are combinations of resources, sets of skills, information, and technologies that enable organizations to gain competitive advantages and achieve better performance. We are identifying which organizational competencies can be enhanced to maximize profitability and boost competitiveness, and we are developing models for predicting and improving performance.



Leadership



Product engineering



Team building

## BUSINESS IMPACT

The outcomes of this research will significantly improve understanding of how organizational competencies lead to improved performance and competitiveness for construction organizations. This study will provide participating organizations with a systematic process for measuring and enhancing their competencies at both the organizational and project levels. The insights gained through this study will help organizations maximize their performance and competitive advantage both locally and globally.

## OBJECTIVE, METHODS, AND DELIVERABLES

We are developing a model for measuring and quantifying sets of competencies at the organizational level and assessing their impact on construction performance in terms of different key performance indicators (KPIs). To create this model, data captured from different construction projects and business units/departments within an organization will be collected, aggregated, and used to measure and evaluate the impact of competencies on performance. Through this study, we are discerning the relationships between organizational competencies and organizational KPIs in order to identify competencies that require improvement. Once the study is complete—when a large enough data set has been captured from multiple organizations—we will aggregate the results and offer a more detailed assessment of the relationships between organizational competencies and performance.



Communication management



Environmental management



Commitment to safety



Product engineering

