

# Competency Set for Young Global Leaders in the Space Economy

These days many problems can be solved, if only both sides have systems leaders who are mindful of their mutual problems. In New Space where borders are no longer relevant, we need young global leaders who are global systems leaders.

With this as a background, the talent developers at OASA have drafted this set of competencies for future leaders. It is a combination of two sets of documents. One is from Sir David's Timeless Leadership Competency Set of 2020. The other is the competency set developed by Charles Foley for the Institute of Management Consulting in Hong Kong jointly with the Tsinghua University School of Economics and Management (2001) for Professional Problem Solvers.

The competencies are divided into general competencies, technical competencies and personal competencies. Competencies listed below are in descending order of priority as suggested by respondents in the study, so are the behaviours expected to be exhibited under each competency.

## *1. General Competencies*

General competencies in timeless and systems leadership are those applicable to all troubleshooters. That is, behaviors or competencies that should be demonstrated by all consultants whether operating in Hong Kong or outside Hong Kong. In descending order of priority, they are:

1. **Selfless Leadership:** Harbors a willingness to lead by example, placing others first. Encourages personal and professional growth among the members of the project team, while leveraging others to build on their strengths.
2. **Initiative and Drive:** Standing by and championing something new. Never giving up.
3. **Courage and Accountability:** Demonstrates self-confidence, courage, and the ability to cope with hostility and vague context. Exhibits a high level of ownership and accountability in getting the project done. Willing to make mistakes and learn from them.
4. **Be Ethical:** Believes and complies with anti-corruption practices and act ethically. Does not gossip or disseminate other people's secrets.
5. **Get it Done:** Believes in rolling up one's sleeves and deliver. Able to devise work-around strategies. Believes in the importance of the individual and the power of the team in getting things done. The ability to deliver is vital.
6. **Effective Communication.** Articulates the important issues and helps the team refocus on what are important.
7. **Intelligence, Critical, and Mindful.** Takes a broad view of the organization and

its place in its competitive environment while when needed, be willing to drill down to the nuts and bolts of an organization. Able to see broad strategic systems. Capacity to solve complex problems.

8. **Systems thinker:** Sees and appreciates the interlinkages of new patterns. Looks at all sides of the argument and is not biased easily by one side.
9. **Adaptable and Resilient:** Can quickly cope in a new and unfamiliar environment. Knows how to re-charge.
10. **Be digitally proficient.** Demonstrates belief and facility in technology and efficiently as means and not ends. Understands the power and impact of Artificial Intelligence and Big Data.

## *II. Technical/Job Competencies (Trouble-shooter)*

Each young leader will no doubt pursue different careers. Some may end up as founder of some start-up or start a career in investment banking or management consulting or investment banking. No one started out as an astronaut. Many may join a company as a management trainee.

Regardless of profession, the young timeless leader is somehow who are grounded in his or her profession; and above all, uses all of his/her competencies to get things done.

### **1. Analysing the Problem Situation**

The problem solvers who can analyze the problem situation are expected to be able to exhibit these types of behaviours:

- Identify the root causes of a management or business problem, separating symptoms from the roots.
- Obtain information and critical data from clients and others from face-to-face discussions and conversations without offending, using robust information gathering tools.
- Sees the complexity and evolving linkages in complex, wicked issues.
- Help the clients or problem owners recognise the problems.
- Analyze a situation or problem by breaking down into its constituent parts and reassembling them to achieve improved performance.
- Structure the major tasks to be undertaken to deal with the management problems.
- Use the right diagnostic tools to determine the current position of your client, linking improvement interventions to client's problems.
- Possess a proactive in solving messy and unstructured problems.
- Be familiar with the industry and speaks the language of the industry.
- Formulate and find pattern.
- Leverage others to do the work by showing them a burning platform (where is the fire and why one must act now and not delay).

## **2. *Planning the Approach/Methodology***

To plan effective approaches/methodologies, the problem solvers need to be able to:

- Scope out the problem and formulate a realistic course of action with tools and models to solve problems, with principles defined.
- Set realistic plan with agreed timelines and consideration for reaction.
- Get the clients' buy-in for any changes to the work plan,
- Put together persuasive proposals and project reports to clients, in logical sequence, with no grammatical mistakes.
- Build and maintain cohesive team spirit (even with subcontractors) for achieving team results throughout a project.
- Provide critical evaluation of members without undermining team spirit.
- Use established and new methodology in conducting one's project.

## **3. *Possessing Relevant Interpersonal Skills***

Having relevant interpersonal skills enables the problem solvers to be able to:

- Be respectful to organizational and cultural hierarchy
- Handle conflict situations in a positive way and sustain a good relationship with people.
- Think and analyze the situation critically and calmly.
- Get message across to clients clearly and concisely in the local language.
- Build on the initial rapport created with the clients to produce a professional working relationship throughout the term of the assignment.
- Show patience when dealing with the clients and clients' staff.
- Build a network of connections and relationships outside of the team.
- Do not panic under prolonged pressure.
- Be Critical but non-judgmental.
- Get message across to clients with the effective use of body language.
- Communicate frequently and effectively.

## **4. *Managing the Project***

To effectively manage a project, the problem solvers need to be able to:

- Identify key individuals and organisations likely to be useful for establishing a relationship and remaining sensitive to the power pyramid and network.
- Understand the requirements of ethical consulting and abide by the Codes of Professional Conduct for his/her industry.

- Keep the project to its time schedule.
- Be hands on for that would require his own focus while delegating that which is not.
- Taking professional minutes.
- Use appropriate project management software or Apps.
- Manage clients' expectations according to the agreed intervention plans.
- Identify and manage emergent risks over the course of the project.
- Ensure all the assignments' objectives have been met in full.
- Market and sell consultancy service through contractual arrangement, approach new clients and develop mutual understanding with potential clients and work out an appropriate level of intervention.
- Explain, establish and monitor the systems, processes and methods necessary for completion.
- Successfully manage project withdrawal with the client.
- Conduct a post project review with client and team.
- Assess own performance continuously during the assignment of the intervention.

## **5. *Implementation with the Client or Problem Owner***

The problem solvers are also expected to work effectively with the clients or problem owner, and they are most expected to be able to:

- Make timely and sound decisions in the face of constraints.
- Produce implementation or action plans that will be acceptable to the clients.
- Get the project delivered on time and within budget.
- Develop options and recommendations for clients on taking on any one option.
- Manage the change intervention process for the clients and prepare contingency plans in case of need.
- Lead and motivate consultant team members - laterally and vertically, including clients'.
- Close the project and transfer ownership to the client.
- Enable clients to take ownership of the development which he/she has introduced in the course of the intervention.
- Convince the client where to draw the line between implementation and advisory.
- Have strong foundation and knowledge of change models.

## **6. *Presenting the Case***

- Exercise effective interpersonal influence with clients, enabling the clients and the various stakeholders to share his/her perception of the situation.
- Present proposals or project results that sells the recommendation or gets management buy-in in front of senior management.

- Handle questions diplomatically during the presentation.
- Make effective and appropriated contributions to meetings.
- Communicate the findings and the recommendations to the client for approval.
- Write professional report.
- Assure the client of his integrity and competence as a consultant and inform the client which area is outside his/her expertise.
- Understand when to lead a meeting or make contribution to a meeting when it is the more appropriate role to adopt.
- Create a win-win situation with the clients on new territories - budget, methods of inquiry, and deliverables and record details of the agreement.
- Agree contractual arrangement and fee basis with the client without any problem.

### **7. *Being Cultural Aware and Sensitive***

- Build high levels of trust between self and the client/Problem Owner.
- Demonstrate awareness of 'face' issues among the different members of the team who have come from different parts of the world.
- Identify and is sensitive to interpersonal politics in the organisation.
- Show understanding of the socio-political situation in the environment that he/she is working in.
- Is 'street-wise' in dealing with the day-to-day issues arising in the assignment.
- Coach local staff during any assignment.
- Provide significant amounts of detail and reassurance to client and client's staff to deal with risk aversion in Mainland Chinese organisations.

### **8. *Working with Information***

- Have never disclosed clients' information without their consent.
- Find useful and reliable information.
- Make a clear and appropriate analysis of information which is used in the recommendation and write-up process.
- Respect IP, Trademark, and Data Privacy.
- Understand the source material in its original language.
- Carefully check and verify the information given by the clients. Never assume they are correct.
- Observe individuals and groups for their interaction and provide consultation with professional competencies.
- Select and put into place systems for recording, storage and retrieval of information.
- Take advantage of computer software (e.g. Excel) to analyze and compile useful information through data mining.
- Demonstrate the techniques and information needed for solving the problems.
- Speak and write English cogently. English is the international business language.

### **9. *Planning and Deploying Resources***

- Put together a convincing proposal and Proof-of-Concept.
- Make sufficient and appropriate consultancy hours available to fulfill the requirements of the intervention.
- Ensure sufficient client/staff resources with appropriate skills to meet the objectives of the assignment.
- Convert a proposal into a project.
- Find contractor for the project team (resourcefulness).
- Use appropriate techniques to manage consultancy budgets.
- Plan the use of physical resources with the client to meet the objectives of the assignment.
- Meet out-of-pocket requirements on projects.
- Put together a winning proposal within 3 hours.

## *III. Personal Leadership and Team Member Competencies*

### ***Organization politics and sensitivity***

- Be sensitive and diplomatic in engaging external parties who have no reason to work with you and your team
- Recognise that many will be afraid or uncertain of the implications brought on by digital and AI. Digital disruption is hard and require persuasion.
- Identifies the power structure and political situation in the client's or problem owner's organisation at the beginning of the assignment.
- Works on the assignment with a staff member nominated by the client or problem owner who is sensitive to political issues in the organisation.
- Takes action to identify any 'hidden agendas' in the assignment at the beginning of the project.
- Does not get personally involved in any 'political' struggles in the client organisation.
- Ensures that recommendations take account of the political realities in the client organisation.

### ***Communicating with local staff remotely and on site***

- Demonstrates the appropriate leadership style. (See situational leadership)
- Maintain frequent dialogue with the team, remotely and on site.
- Builds groups of staff into effective work teams, despite the distances.
- Coaches staff to help them meet their development needs.
- Acts to help staff prioritize both the issues and action to be taken in an assignment.

- Checks the detail and quality of work produced by staff.

### ***Dealing with VUCA (Volatile, Uncertain, Chaotic, Ambiguous)***

- Develops robust plans that can accommodate changes in the situation.
- Anticipates possible changes to client plans and requirements as the project moves forward.
- Shows flexibility in handling any failures by the client to meet agreed schedules.
- Grab and store away any time cushion, mindful that any project plan will bound to change once a project has begun. Reality is not the plan.
- Able to react quickly and effectively to unforeseen problems. Be adaptable.
- Deals effectively with changes of plan by the client or problem owners.

### ***Emotional resilience (EQ)***

- Demonstrates high levels of self-awareness and situational awareness.
- Manages stress during an assignment without undue cost to self.
- Remains calm when faced with unanticipated problems or changes.
- Assertive but not aggressive in conflict situations.
- Polite but persistent when seeking information.

### ***Compassion or LQ***

- Demonstrates high levels of mindfulness and empathy.
- Sincerely wants to help the client fix his or her problems.
- Understands the pressure and challenges being faced by the client but is not drawn into them or unwilling to make compromises or adjustment to one's behaviors.
- Displays empathy.