Examples from other organisations

Skills and management focus

Google

- Recognition that the skills and expertise they require **may not necessarily be developed in a formal education**; rather they can be developed in a practical job environment.

- Focus on skills, behaviours, knowledge and interests **rather than only on university background**.

- Emphasis on **critical roles** and ensuring these are proactively monitored and filled

- **Capacity is built in the organisation** to allow for individuals to keep a proportion of time aside to work on things that interest them, developing new skills and innovating

- "Project Oxygen" - **entailed data mining** for the purpose of reviewing performance reviews, employee surveys, and management feedback reports in an endeavour to find the features of an effective leader at Google (was a result of the failed experiment by the company in doing away with managers)