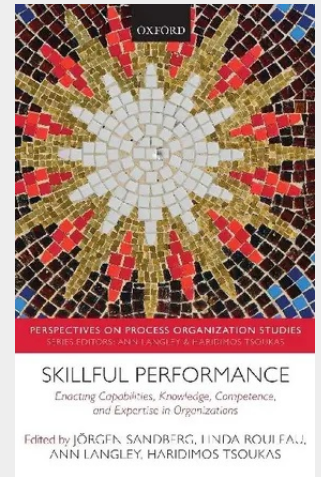


Skillful Performance

Enacting Capabilities, Knowledge, Competence, and Expertise in Organizations

One of the most intriguing questions since the time of Plato concerns what defines skillful performance in terms of specific capabilities, knowledge, competence, and expertise. As Frederick Taylor famously noted, an answer to that question would enable us to know what to focus on and what to do to improve the performance of individuals, groups, and organizations. Although we have come to know a great deal about the 'properties' of capabilities, knowledge, competence, and expertise at large, we know significantly less about how they are enacted in skillful performance. Thus, how skillful performance draws on knowledge, how skills develop, and how competencies and capabilities are put to action are still eluding us. Process thinking has not sufficiently explored skillful performance. This book aims to address this gap. It brings together scholars from different backgrounds, traditions, and disciplines whose common perspective is distinctly process-oriented. They seek to rethink capabilities, knowledge, competence, and expertise, not as if these phenomena were already accomplished but, on the contrary, as processes in the making - as performative accomplishments. Such rethinking opens up several new conversations and extends the range of inquiry about how capabilities, knowledge, competence, and expertise are accomplished in practice, and, consequently, how they may be improved.

The purpose of this book is to adopt a process lens to advance our understanding of how capabilities, knowledge, competence, and expertise are enacted in the skillful performance of individuals, groups, and organizations.



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