



# AEROSPACE TECHNOLOGY 2016

Swedish aerospace technology in a globalised world

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Competencies development in an aerospace organization in the globalized world.

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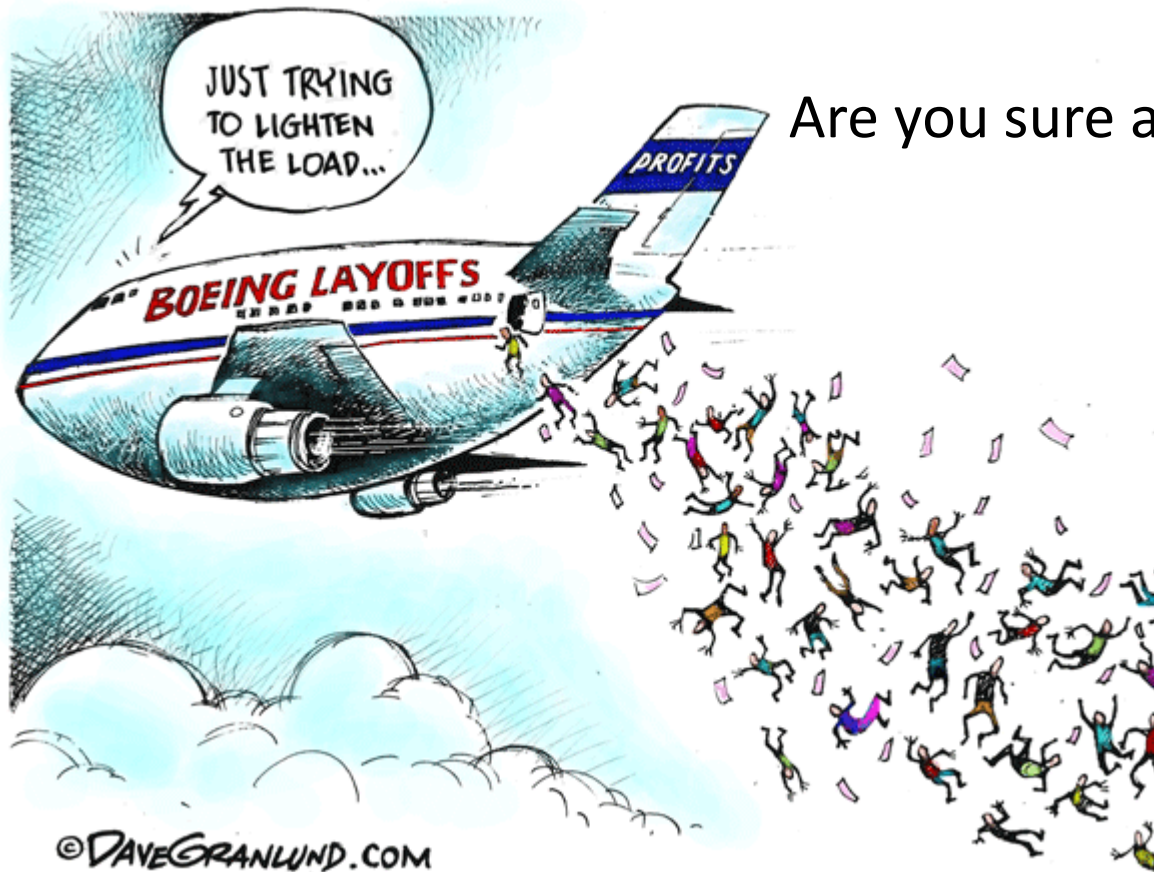
# Why is it important to manage dynamic capabilities and competencies?



The prototype of the Satellite Launch Vehicle exploded in the Alcântara Base, while technicians were working on it. 21 died in the accident

Accident can cause a delay of 30 years in the Brazilian space program

of course, this is an extreme



Are you sure about what you are losing?

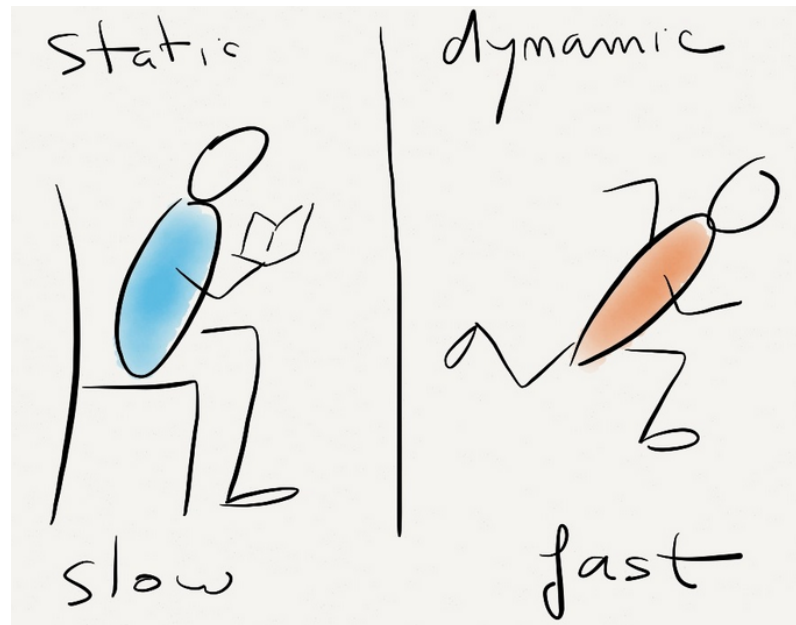
One dynamic capabilities act alone  
or in an incremental network  
What's dynamic capabilities  
damaged?

# INTRODUCTION

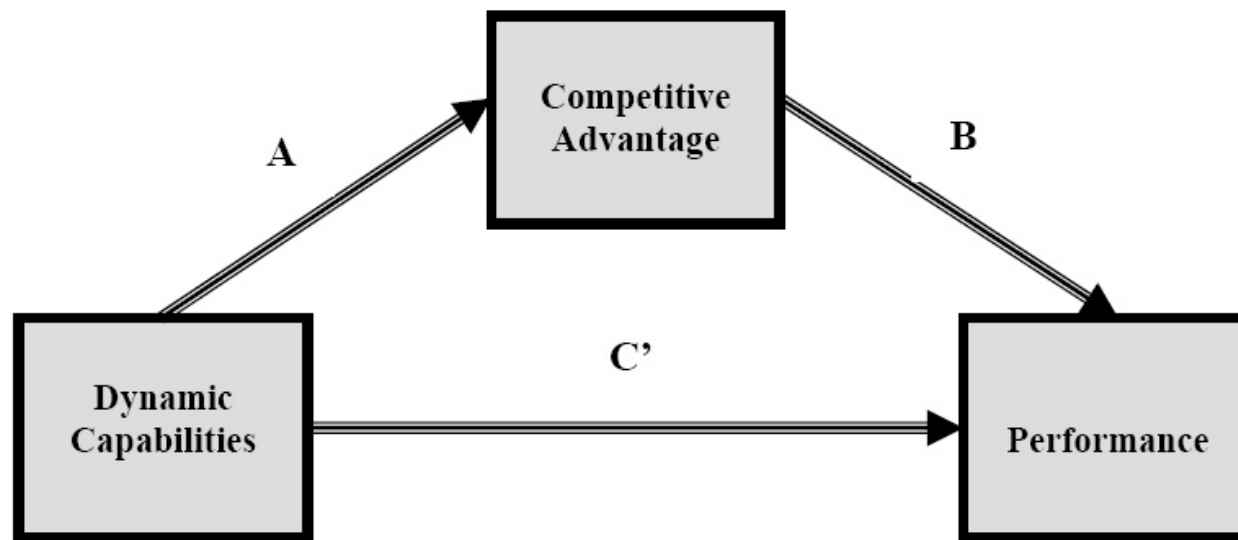


## Competency

The sum of knowledge, skills and attitudes ,  
this field three main areas have become  
classics, ie knowledge (knowledge), skills  
(know-how) and attitudes (knowing how to be  
/ act).

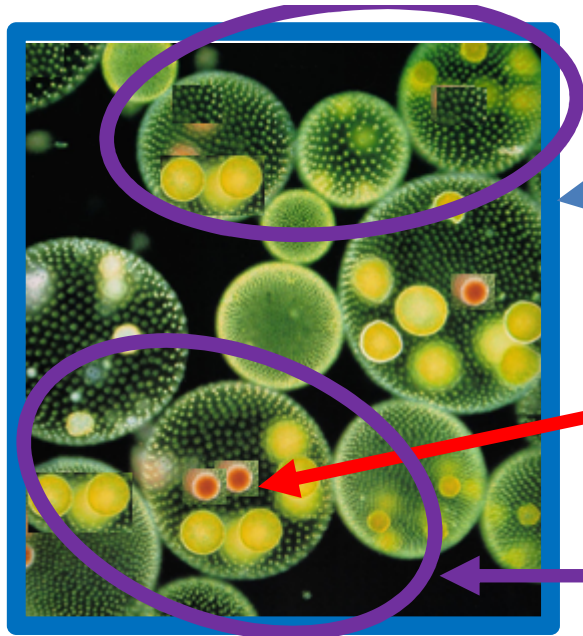






**According to this definition the dynamic capabilities are:**

- A way of the organization **responding to changes** in the external environment, and a **source of competitive advantage** in turbulent environments (Teece e Pisano, 1994; Teece et al., 1997; Lee et al., 2002; Teece, 2007; Pavlou e Sawy, 2011),
- Also **relevant in stable environments** (Eisenhardt e Martin, 2000)
- Especially **important in technological areas** (Teece, 2007; Drnevich e Kriauciunas, 2011):



# The context fo the DC is a system

Resources

Competence

Core Competence

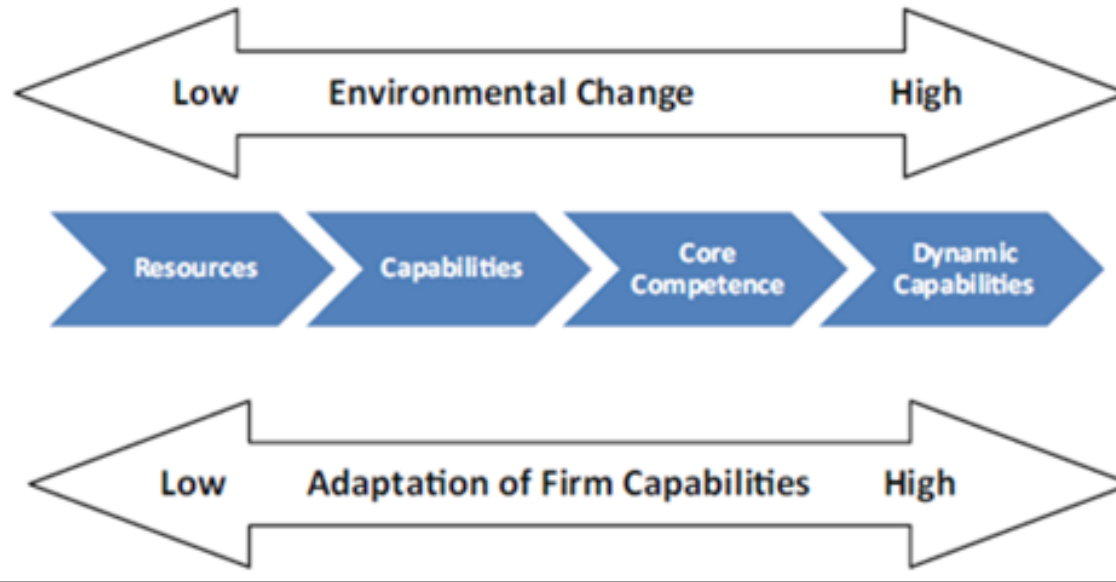
Dynamic Capabilities

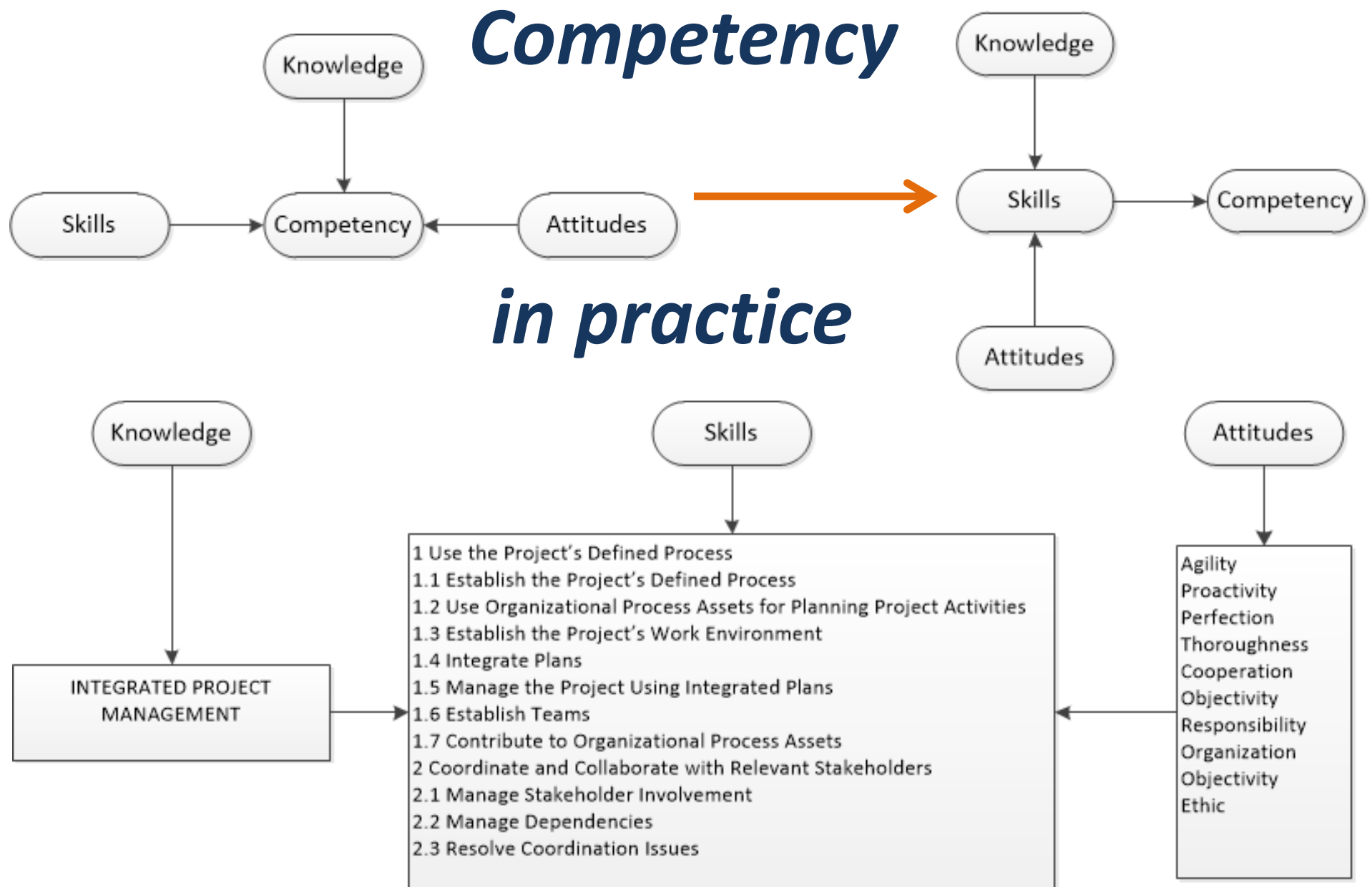
Competitive advantage temporary

Competitive advantage sustentable

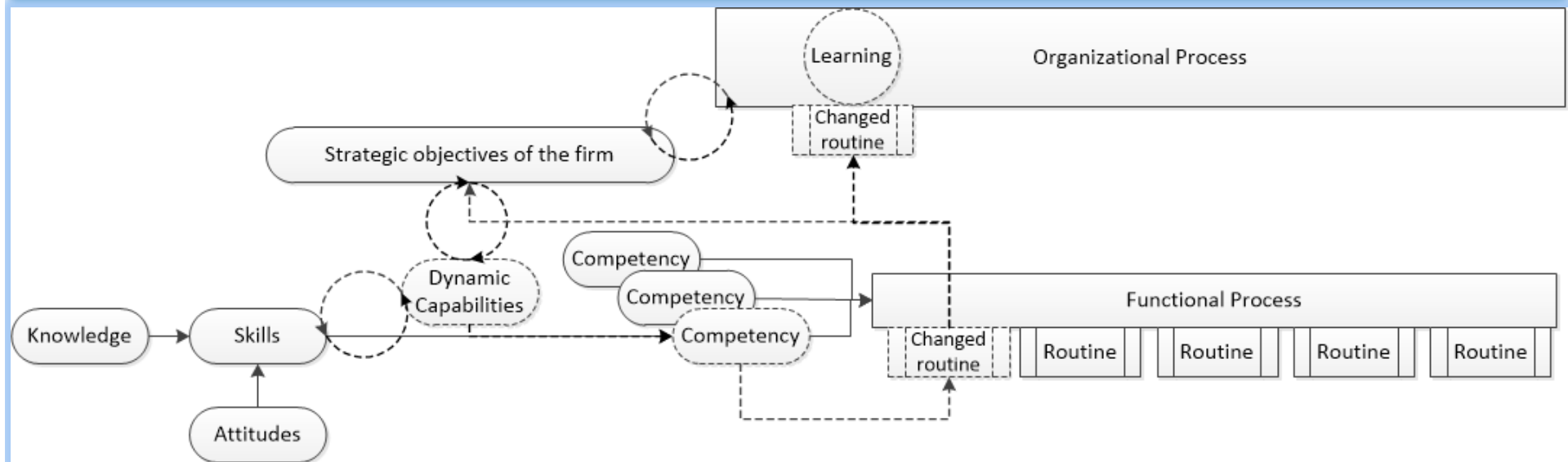
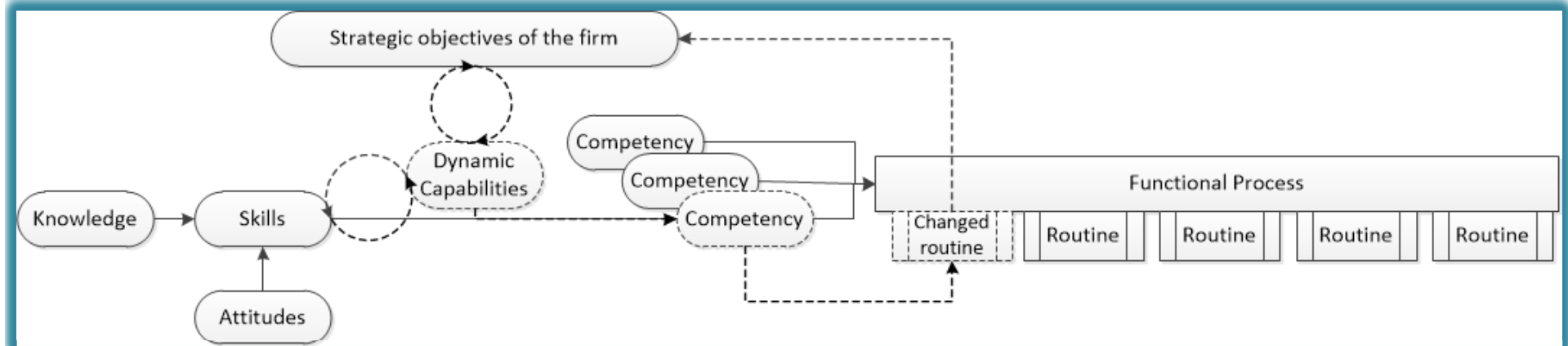
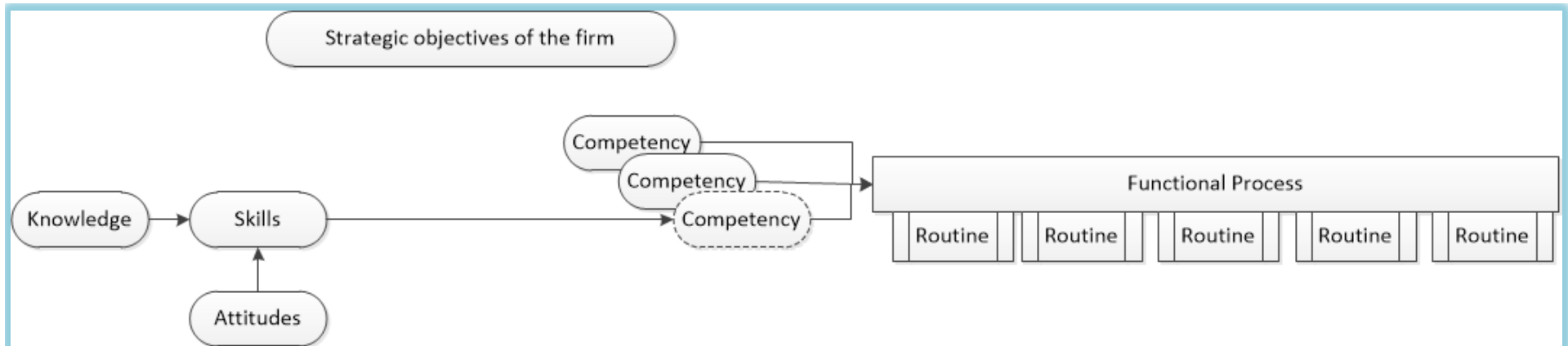
Capabilities

A subset of capabilities that represent an intentional effort to create, modify or reconfigure the resources and the operational capabilities, with the intention of creating new products or services (Teece and Pisano, 1994; Teece et al. 1997; Eisenhardt and Martin, 2000; Winter, 2003; Zahra et al. 2006; Ambrosini and Bowman, 2009b; Pavlou e Sawy, 2011)

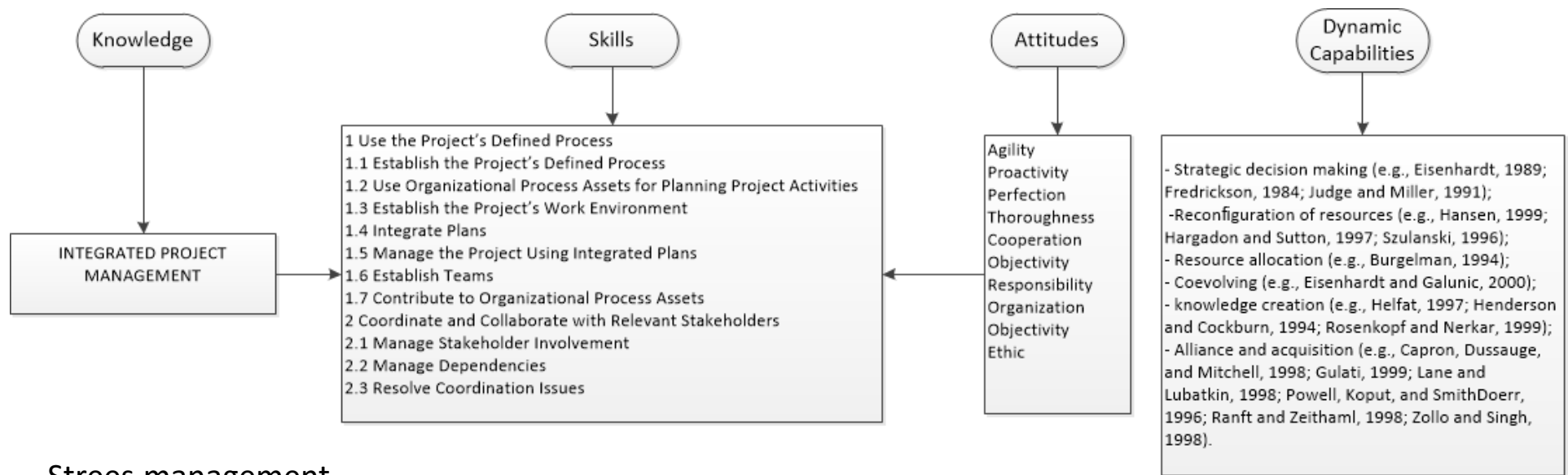




Structure of competence CMMI® for Development (Software Engineering Institute, 2010)







Strees management

Resourceful use of influence

Consensus Development

Concer for credibility

Anticipation of impact

Business partiner orientation

Information gathering

Developing others

Bussines awareness

Organizational awareness

## Decision Making

Anticipation of impact

Alocation resources

Priority Alignment

Strategy at process level

- Strategic decision making (e.g., Eisenhardt, 1989; Fredrickson, 1984; Judge and Miller, 1991);

-Reconfiguration of resources (e.g., Hansen, 1999; Hargadon and Sutton, 1997; Szulanski, 1996);

- Resource allocation (e.g., Burgelman, 1994);

- Coevolving (e.g., Eisenhardt and Galunic, 2000);

- knowledge creation (e.g., Helfat, 1997; Henderson and Cockburn, 1994; Rosenkopf and Nerkar, 1999);

- Alliance and acquisition (e.g., Capron, Dussauge, and Mitchell, 1998; Gulati, 1999; Lane and Lubatkin, 1998; Powell, Koput, and SmithDoerr, 1996; Ranft and Zeithaml, 1998; Zollo and Singh, 1998).

