

Who most needs to demonstrate Competence?

6th August 2026



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Who needs to be able to demonstrate competence the most?

- ◆ The Director?
- ◆ The Manager?
- ◆ The Employee?

At first glance, many people would answer **the employee**. After all, they are the ones carrying out the work. But is that really true? A competent employee can still be placed at risk by poor leadership, inadequate planning, insufficient resources or ineffective management systems.

Likewise, a highly competent Director cannot deliver safe and effective operations without competent managers and employees to implement the organisation's expectations.

The reality is that **competence is not hierarchical—it is interconnected**. However, the *nature* of demonstrable competence is different at every level.

Directors must demonstrate competence by:

- ✓ Setting strategy and expectations.
- ✓ Providing leadership and resources.
- ✓ Understanding major risks.
- ✓ Ensuring governance and assurance are effective.

Managers must demonstrate competence by:

- ✓ Translating strategy into effective systems.
- ✓ Planning, supervising and monitoring work.
- ✓ Developing and maintaining team competence.
- ✓ Managing risk on a day-to-day basis.

Employees must demonstrate competence by:

- ✓ Applying the correct knowledge and skills.
- ✓ Following procedures.
- ✓ Recognising changing conditions.
- ✓ Knowing when to stop work and seek assistance.

In high-hazard industries, a weakness at **any one level** can undermine the entire organisation.

For further information, go to www.competence-management.consulting or email office@competence-management.consulting

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Competence should never be viewed simply as an employee issue—it is an organisational capability.

The strongest organisations don't ask: *"Are our employees competent?"*

They ask: *"Can everyone—from the Boardroom to the frontline—demonstrate competence appropriate to their responsibilities?"*

That is where resilience, safety and sustainable performance are built.

What do you think?

For a free Competence Need self assessment guide, please request it via email to office@competence-management.consulting

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If you had to choose just one role where demonstrable competence is most critical, would it be the **Director**, the **Manager**, or the **Employee**? Or are they inseparable?

#Competence #Leadership #ProcessSafety #HighHazardIndustries #SafetyCulture

#CompetenceManagement #OperationalExcellence #RiskManagement #LearningAndDevelopment