Philippines Elementary Learning Competencies Pelc Hekasi Handbook

Philippines Elementary Learning Competencies PELC HEKASI

Understanding the Philippines Elementary Learning Competencies (PELC) in HEKASI (Heograpiya, Kasaysayan, at Sibika) is essential for both educators and learners aiming to achieve the educational standards set by the Department of Education (DepEd). These competencies serve as the foundation for effective teaching and meaningful learning experiences in elementary social studies, ensuring that students develop a strong understanding of their geography, history, and civics in the context of the Philippines. This article provides a comprehensive overview of PELC HEKASI, its importance, structure, and how educators can effectively implement these competencies in their classrooms to foster holistic development among learners.

What is PELC HEKASI?

PELC HEKASI refers to the specific set of learning standards and objectives outlined by the Department of Education for elementary students in the Philippines, particularly in the subject of HEKASI. The primary goal of these competencies is to guide teachers in delivering lessons that are aligned with national educational policies and to ensure learners acquire essential knowledge, skills, and values related to their country.

The PELC HEKASI curriculum emphasizes:

- Developing students' understanding of the physical and human geography of the Philippines
- Fostering appreciation of Philippine history and cultural heritage
- Instilling civic responsibility and good citizenship
- Promoting critical thinking about societal issues

Importance of PELC HEKASI in Elementary Education

Implementing well-structured competencies like PELC HEKASI is crucial for several reasons:

1. Standardized Learning Outcomes

Ensures consistency across different schools and regions, providing a uniform basis for assessing student progress.

2. Holistic Development

Supports the development of learners? cognitive, social, emotional, and ethical skills, vital for their growth as responsible citizens.

3. Cultural Awareness and National Pride

Helps students appreciate their cultural roots and national identity, fostering patriotism.

4. Critical Thinking and Civic Engagement

Encourages learners to analyze societal issues critically and participate actively in community development.

5. Foundation for Higher Learning

Builds essential knowledge that students will carry into secondary education and beyond.

Structure of PELC HEKASI

The competencies are organized into specific strands and sub-strands across grade levels, ensuring progressive learning. These include:

1. Geographical Awareness

- Recognize the physical features of the Philippines, such as mountains, rivers, and islands.
- Understand the location and significance of different regions and provinces.

2. Cultural and Historical Appreciation

- Identify important historical events and figures in Philippine history.
- Appreciate diverse Filipino cultures, traditions, and festivals.

3. Civic and Social Responsibility

- Learn about government roles and functions.
- Promote values like respect, tolerance, and patriotism.

4. Environmental Stewardship

- Understand the importance of natural resources.
- Recognize environmental issues affecting the Philippines.

The competencies are subdivided into grade-specific goals, ranging from Grade 1 to Grade 6, with each level building on prior knowledge and skills.

Key Learning Competencies in HEKASI by Grade Level

Below is an overview of some core competencies expected at different elementary levels:

Grade 1

- Identify basic physical features of the Philippines.
- Recognize simple symbols and maps.
- Share stories about Filipino traditions.

Grade 2

- Describe the different regions of the Philippines.
- Recognize important Filipino heroes and their contributions.
- Demonstrate respect for cultural diversity.

Grade 3

- Explain the significance of national symbols.
- Understand the importance of community and family.
- Recognize key historical events.

Grade 4

- Describe the impact of geography on living conditions.
- Discuss the history of Philippine independence.
- Explore civic responsibilities.

Grade 5

- Analyze environmental challenges facing the Philippines.
- Study the development of Philippine governance.
- Appreciate Filipino arts and culture.

Grade 6

- Evaluate current social issues.
- Connect historical events to present-day society.
- Demonstrate active citizenship.

Strategies for Teaching PELC HEKASI Effectively

To ensure learners meet the competencies, teachers should adopt engaging and student-centered strategies:

1. Use of Visual Aids and Maps

- Incorporate colorful maps, charts, and pictures to make geography tangible.
- Use flashcards and posters for key concepts.

2. Incorporate Local and Cultural Contexts

- Use local history and cultural practices to make lessons relevant.
- Invite community elders or local historians for storytelling.

3. Interactive Activities

- Organize field trips to historical sites or government offices.
- Conduct role-playing activities related to civic duties.

4. Integrate Technology

- Utilize educational videos, online quizzes, and interactive apps.

- Encourage students to create digital presentations about Philippine culture.

5. Encourage Critical Thinking and Discussions

- Facilitate debates on societal issues.
- Promote projects that require research and analysis.

Assessment of Learning Competencies in HEKASI

Assessment strategies should align with the competencies to accurately measure student learning. These include:

- Formative assessments: quizzes, class discussions, and activities
- Summative assessments: unit tests, projects, and presentations
- Performance tasks: community involvement projects or cultural presentations
- Portfolio assessments: compilation of students? outputs over time

Effective assessment provides feedback for both teachers and students, guiding future instruction and learning improvements.

Challenges and Opportunities in Implementing PELC HEKASI

While the framework offers clear guidelines, educators may face challenges such as limited resources, diverse student backgrounds, and varying levels of community involvement. However, these challenges also open opportunities for creative teaching approaches:

- Leveraging local resources and community partnerships
- Fostering student-led projects
- Integrating indigenous knowledge and practices

Conclusion

The Philippines Elementary Learning Competencies PELC HEKASI serve as a vital roadmap for delivering social studies education that is relevant, comprehensive, and aligned with national goals. By understanding and effectively implementing these competencies, educators can nurture students? love for their country, enhance their civic consciousness, and equip them with the skills necessary to participate actively in nation-building. As the Philippine society continues to evolve, so too should pedagogical approaches to ensure that the principles embedded in the PELC HEKASI

framework resonate and produce meaningful learning outcomes for every Filipino learner.

Philippines Elementary Learning Competencies (PEL) Hekasi: An In-Depth Analysis of Curriculum Development and Implementation

Introduction

In the evolving landscape of Philippine basic education, the Philippines Elementary Learning Competencies (PEL) Hekasi remains a cornerstone in shaping Filipino students' understanding of their history, culture, and environment. As the foundational stage of formal education, elementary levels serve as the critical period where learners develop core skills, values, and knowledge that influence their academic trajectories and civic consciousness. This article aims to provide an investigative review of the PEL Hekasi curriculum, examining its development, objectives, challenges, and implications for Filipino learners and educators.

Understanding the Context of PEL Hekasi

The Philippine elementary education curriculum undergoes periodic revisions to align with national development goals, global standards, and emerging pedagogical practices. Hekasi, an abbreviation of "Heograpiya, Kasaysayan, at Sektor ng Kabuhayan" (Geography, History, and Livelihood sectors), is a subject under the Social Studies curriculum designed specifically for elementary learners. The Pel Hekasi competencies are crafted to foster a sense of national identity, environmental awareness, and social responsibility among young learners.

Historical Evolution of Hekasi in the Philippine Curriculum

To appreciate the current state of the PEL Hekasi competencies, it is essential to trace their historical development:

- Pre-DepEd Curriculum (Pre-2000s): The subject was largely integrated into other Social Studies and Araling Panlipunan courses with minimal focus on specific competencies.
- Early 2000s: Introduction of a more structured Hekasi curriculum emphasizing basic concepts of geography, history, and livelihood.
- K to 12 Curriculum (2012 onwards): The formal integration of Hekasi as a distinct subject with clearly articulated learning competencies aligned with Philippine Basic Education Curriculum (BEC).

Key Principles Underpinning the Curriculum

The PEL Hekasi is anchored on principles that include:

- Child-Centered Learning: Emphasizing active participation and meaningful engagement.
- Spiral Progression: Building on prior knowledge with increasing complexity.
- Relevance: Connecting lessons to local contexts and learners' experiences.
- Values Integration: Fostering patriotism, social responsibility, and environmental stewardship.

Core Learning Competencies in PEL Hekasi

The competencies are categorized into specific domains, typically covering:

- Geography

- Recognizing local and national geographical features
- Understanding the significance of natural resources

- History

- Knowing key historical events and figures in Philippine history
- Appreciating cultural diversity and heritage

- Livelihood and Socioeconomic Sectors

- Understanding different livelihood practices
- Recognizing the importance of various sectors in national development

- Values and Citizenship

- Demonstrating respect, responsibility, and patriotism
- Appreciating Filipino identity and cultural values

These competencies are designed to be age-appropriate, engaging, and achievable within the elementary grade levels, generally from Grade 1 to Grade 6.

Curriculum Structure and Delivery

The PEL Hekasi curriculum is structured to facilitate progressive mastery through a combination of instructional strategies:

- Module-Based Learning: Use of modular lessons aligned with specific competencies.
- Activity-Oriented Tasks: Field trips, projects, and storytelling to reinforce concepts.
- Integration with Other Subjects: Cross-disciplinary approaches with Araling Panlipunan, Filipino, and Values Education.
- Use of Visuals and Local Resources: Incorporation of maps, photographs, and community-based materials.

Challenges in Implementation

Despite its comprehensive framework, the implementation of PEL Hekasi faces several challenges:

- Limited Resources: Lack of instructional materials and teaching aids in some schools.
- Teacher Preparedness: Variability in teachers' expertise in social studies and community-based teaching.
- Curriculum Overload: Balancing Hekasi with other subjects within a limited school timetable.
- Assessment Difficulties: Measuring competencies that are often qualitative and values-based.

Addressing these challenges requires concerted efforts from policymakers, educators, and communities to ensure effective delivery.

Impact and Significance

The significance of the PEL Hekasi competencies extends beyond academic achievement. They are instrumental in:

- Fostering National Identity: Instilling pride and understanding of Filipino culture and history.
- Environmental Stewardship: Cultivating awareness of ecological issues and sustainable practices.
- Promoting Social Responsibility: Developing a sense of civic duty and community engagement among learners.
- Preparing Responsible Citizens: Equipping students with knowledge and values necessary for active participation in society.

Recent Innovations and Future Directions

In response to the digital age and the COVID-19 pandemic, the PEL Hekasi curriculum has seen innovations such as:

- Digital Learning Modules: Utilizing online platforms and multimedia resources.
- Blended Learning Approaches: Combining face-to-face and remote instruction.
- Community Engagement Projects: Encouraging learners to participate in local development initiatives.

Future directions involve continuous curriculum enhancement, incorporating indigenous knowledge, and strengthening assessment strategies to capture holistic student development.

Conclusion

The Philippines Elementary Learning Competencies (PEL) Hekasi remains a vital component of the Philippine basic education system, aiming to nurture well-rounded individuals with a deep understanding of their history, environment, and societal roles. While challenges persist, ongoing curricular reforms, teacher training, and resource allocation are essential to maximize its potential. As the country advances, the Hekasi competencies will play a crucial role in cultivating informed, responsible, and patriotic Filipino citizens prepared to face the challenges of the 21st century.

In essence, the review of PEL Hekasi underscores the importance of a curriculum that is not only knowledge-based but also values-driven?forming the foundation for a more cohesive and resilient Filipino society.

QuestionAnswer What are the key learning competencies in Hekasi for elementary students in the Philippines? The key learning competencies in Hekasi for elementary students include understanding Filipino culture, geography, history, government, and current events, aiming to develop patriotism and awareness of the nation's identity. How does the Philippine Elementary Learning Competencies (PEL) framework support Hekasi instruction? The PEL framework provides clear standards and objectives that guide Hekasi teachers in designing lessons that promote critical thinking, civic consciousness, and a deeper understanding of the Philippines' social and cultural contexts. What are effective strategies for teaching Hekasi based on the elementary learning competencies? Effective strategies include storytelling, project-based learning, field trips, multimedia presentations, and group discussions that foster active engagement and contextual understanding of Philippine history and culture. How has the K to 12 curriculum influenced Hekasi learning competencies in elementary schools? The K to 12 curriculum emphasizes competencies such as critical thinking, nationalism, and environmental awareness, which have enriched Hekasi lessons by making them more relevant, skills-based, and aligned with national development goals. What role do assessments play in measuring elementary Hekasi learning competencies? Assessments, including quizzes, projects, and performance tasks, help teachers evaluate students' understanding of

Philippine geography, history, and civics, ensuring that learning objectives are met effectively. How can teachers incorporate local community elements into Hekasi lessons aligned with learning competencies? Teachers can incorporate local history, culture, and community issues into lessons through field visits, interviews, and community projects, making learning more meaningful and contextually relevant. What are the challenges faced in implementing the Philippine elementary learning competencies for Hekasi? Challenges include limited resources, lack of trained teachers, diverse student backgrounds, and the need for updated instructional materials that effectively cover the competencies. How does the integration of technology enhance the teaching of Hekasi in line with elementary learning competencies? Technology enables interactive lessons, access to digital resources, virtual tours, and multimedia tools that make learning about the Philippines more engaging, comprehensive, and accessible for students.

Related keywords: Philippines elementary education, learning competencies, HEKASI curriculum, basic education standards, Filipino subject, elementary school curriculum, learning objectives, Philippine education system, grade school competencies, Filipino language learning

LOMINGER COMPETENCIES LIST

lominger competencies list

Understanding the core competencies that drive effective leadership and management is crucial for organizations aiming to foster high-performing teams and cultivate a thriving workplace culture. The Lominger Competencies List, developed by the Korn Ferry Hay Group, is one of the most comprehensive frameworks used globally to identify, assess, and develop essential skills and behaviors necessary for success in various roles. This article delves into the intricacies of the Lominger competencies list, exploring its origins, structure, key competencies, applications, and the benefits it offers to organizations and individuals alike.

Origins and Development of the Lominger Competencies List

Historical Background

The Lominger competencies list traces its roots to the work of Michael M. Lombardo and Robert W. Eichinger, founders of Lominger Limited, Inc., which was acquired by Korn Ferry in 2006. The framework was initially developed through extensive research and analysis of successful leaders across multiple industries, aiming to identify the behaviors, skills, and attributes that contribute to high performance.

Purpose and Evolution

The primary purpose of the Lominger competencies list is to provide a standardized, validated set of competencies that organizations can use for:

- Leadership development
- Succession planning
- Performance management
- Recruitment and selection

Over time, the framework has evolved to incorporate contemporary leadership challenges, including adaptability, emotional intelligence, and cross-cultural competency, ensuring its relevance in a rapidly changing business environment.

Structure of the Lominger Competencies List

Core Components

The Lominger competencies list is organized into a comprehensive taxonomy of competencies categorized across different domains of leadership and management. These include:

- Personal effectiveness
- Interpersonal skills
- Business and technical skills
- Leadership and strategic thinking

Within each domain, specific competencies are defined with detailed behavioral indicators, allowing for precise assessment and development.

Number and Scope of Competencies

The full Lominger competencies list encompasses over 67 core competencies, each representing a critical aspect of effective performance. Some of the most prominent competencies include:

- Action Oriented
- Decision Quality
- Interpersonal Savvy
- Learning on the Fly

- Planning
- Problem Solving
- Drive for Results
- Managing Through Influence

These competencies serve as building blocks for more advanced skills and behaviors necessary for leadership progression.

Key Competencies in the Lominger Framework

Leadership-Oriented Competencies

Leadership competencies focus on behaviors that influence, motivate, and guide teams toward achieving organizational goals. Examples include:

- Strategic Thinking: Ability to analyze complex situations and develop effective strategies.
- Building Effective Teams: Fostering collaboration and trust among team members.
- Leading Change: Effectively managing and promoting change initiatives.

Personal Effectiveness Competencies

These competencies relate to an individual?s self-management and personal development, such as:

- Self-Development: Continually seeking growth opportunities.
- Integrity and Trust: Demonstrating honesty and ethical behavior.
- Resilience: Maintaining performance under stress or adversity.

Interpersonal Skills

Effective interaction with others is essential for organizational success. Key competencies include:

- Listening: Actively understanding others? viewpoints.
- Influencing Others: Persuading and inspiring stakeholders.
- Conflict Management: Addressing disagreements constructively.

Technical and Business Skills

Competencies related to specific technical expertise or business acumen:

- Technical/Functional Expertise
- Customer Focus
- Financial Acumen

Application of the Lominger Competencies List

Performance Management and Appraisal

Organizations utilize the competencies list to establish clear performance expectations. Managers assess employees against behavioral indicators, providing targeted feedback and identifying development needs.

Leadership Development and Training

The framework serves as a foundation for leadership development programs. By identifying competency gaps, organizations can design tailored training initiatives to enhance leadership capabilities.

Selection and Recruitment

The competencies list guides interview questions and assessment tools, helping organizations select candidates whose behaviors align with organizational values and role requirements.

Succession Planning

By mapping competencies across potential successors, organizations can develop targeted development plans to prepare high-potential employees for future roles.

Benefits of Using the Lominger Competencies List

Standardization and Objectivity

The competency framework provides a common language for evaluating performance and development, reducing subjectivity and bias.

Alignment with Organizational Goals

By defining competencies aligned with strategic objectives, organizations ensure that individual behaviors support overall business success.

Facilitates Development Planning

Clear behavioral indicators enable personalized development plans, fostering continuous growth.

Enhances Leadership Pipeline

Identifying key competencies helps organizations nurture future leaders and fill critical roles effectively.

Implementing the Lominger Competencies Framework

Steps for Effective Deployment

Organizations should follow a structured approach to maximize the benefits of the competencies list:

- Identify Key Competencies: Select relevant competencies based on organizational strategy and role requirements.
- Assess Current Capabilities: Use 360-degree feedback, self-assessment, or behavioral interviews to evaluate employees.
- Develop Individual Development Plans: Create targeted initiatives to address gaps.
- Integrate into HR Processes: Embed competencies into performance reviews, hiring, and succession planning.
- Provide Training and Support: Offer resources and coaching to reinforce desired behaviors.

Tools and Resources

Organizations often leverage assessment tools, competency dictionaries, and training modules aligned with the Lominger framework to streamline implementation.

Challenges and Considerations

Customization and Contextual Relevance

While the Lominger competencies list is comprehensive, organizations should tailor it to their unique culture and strategic priorities to ensure relevance.

Consistency and Calibration

Ensuring consistent application across managers and teams is vital for fairness and accuracy in assessments.

Ongoing Maintenance

Competency frameworks should be periodically reviewed and updated to reflect evolving organizational needs and external market changes.

Conclusion

The Lominger competencies list remains a foundational tool in talent management, leadership development, and organizational effectiveness. Its comprehensive, behavior-based approach enables organizations to identify high-impact skills, foster continuous improvement, and build a robust leadership pipeline. By leveraging this framework thoughtfully and aligning it with strategic goals, organizations can cultivate a culture of excellence, agility, and sustained success. Whether used for performance appraisal, development planning, or succession management, the Lominger competencies list offers valuable insights and actionable guidance for unlocking human potential in the workplace.

Lominger Competencies List is a widely recognized framework used by organizations worldwide to assess, develop, and enhance leadership and professional capabilities. Developed by Robert E. Lominger and later integrated into the Korn Ferry suite of tools, this competencies list provides a comprehensive taxonomy of skills, behaviors, and attributes essential for effective performance in various roles. Its systematic approach to identifying and cultivating leadership qualities has made it a cornerstone in talent management, leadership development, and organizational effectiveness. In this article, we will explore the key aspects of the Lominger Competencies List, its structure, applications, and the advantages and limitations it presents.

Understanding the Lominger Competencies List

What Are Competencies?

Competencies refer to a combination of skills, knowledge, behaviors, and personal attributes that contribute to an individual?s effectiveness in a role. Unlike traditional job descriptions that focus on tasks and responsibilities, competencies emphasize how work is done, highlighting behavioral traits and interpersonal skills that influence performance.

The Origins of the Lominger Competencies List

The Lominger Competencies List was created by Robert E. Lominger in the 1990s, initially as a tool to help organizations identify core capabilities necessary for leadership success. Recognizing the need for a standardized, validated set of competencies, Lominger collaborated with leadership experts to develop a comprehensive taxonomy. The list was later acquired by Korn Ferry, which integrated it into its broader leadership assessment and development tools.

Structure and Components of the Lominger Competencies List

The Core Competency Framework

The Lominger list comprises approximately 67 core competencies, each representing a specific behavior or attribute vital to leadership and organizational effectiveness. These competencies are organized into clusters based on related themes, such as strategic thinking, interpersonal skills, or execution.

Categories and Clusters

The competencies are grouped into categories for ease of understanding and application. Examples include:

- Personal Effectiveness (e.g., Innovation, Self-Development)
- Interpersonal Skills (e.g., Building Effective Teams, Influencing)
- Leadership Skills (e.g., Strategic Agility, Developing Others)
- Organizational Skills (e.g., Managing Resources, Business Acumen)

This structure helps organizations tailor assessments and development initiatives to specific leadership levels or functional areas.

Behavioral Indicators and Proficiency Levels

Each competency includes behavioral indicators that describe observable behaviors at different proficiency levels?ranging from basic awareness to advanced mastery. This granular approach facilitates precise assessment and targeted development planning.

Applications of the Lominger Competencies List

Talent Assessment and Selection

Organizations utilize the competencies to evaluate candidates during hiring processes, ensuring that new hires possess the behavioral traits aligned with organizational values and role requirements.

Leadership Development

By identifying strengths and gaps in competencies, companies design personalized development plans, leadership training programs, and coaching initiatives to cultivate critical skills.

Performance Management

Competencies form the basis for performance reviews, providing clear behavioral expectations and measurable criteria for evaluating employee contributions.

Succession Planning

The framework helps identify high-potential individuals who demonstrate key competencies necessary for future leadership roles, facilitating strategic talent pipelines.

Pros and Features of the Lominger Competencies List

Pros:

- Comprehensive Coverage: Encompasses a broad range of skills and behaviors relevant across industries and leadership levels.
- Behavioral Focus: Emphasizes observable behaviors, making assessments more objective.
- Validated Framework: Developed through extensive research and validation, increasing reliability.
- Customizable: Can be integrated into various assessment tools and tailored to organizational needs.
- Facilitates Development: Clearly defined competencies aid in creating targeted development plans.

Features:

- Behavioral indicators at multiple proficiency levels.
- Compatibility with 360-degree feedback tools.
- Available in digital platforms for easier administration and tracking.
- Supports both individual development and organizational talent strategies.

Limitations and Criticisms

While the Lominger Competencies List is highly regarded, it is not without criticisms:

- Over-Standardization: Might oversimplify complex behaviors and overlook contextual factors.
- Cultural Bias: Developed primarily in Western contexts, it may not fully capture culturally specific behaviors or values.
- Rigid Framework: Some argue that the list can be too prescriptive, limiting flexibility in diverse organizational cultures.

- Resource Intensive: Implementing comprehensive assessments and development plans based on the list can require significant time and resources.
- Potential for Labeling: Over-reliance on competencies might lead to pigeonholing individuals or neglecting unique talents.

Integrating the Lominger Competencies List into Organizational Practices

To maximize its benefits, organizations should consider the following strategies:

- Contextual Adaptation: Modify or supplement the list to align with organizational culture and strategic goals.
- Holistic Approach: Combine competency assessments with other performance metrics, such as results and values.
- Continuous Feedback: Use 360-degree feedback to provide employees with comprehensive insights into their behavioral strengths and areas for improvement.
- Training and Development: Design workshops, coaching, and mentoring programs that target specific competencies.
- Regular Review: Update competency models periodically to reflect evolving organizational priorities and industry trends.

Conclusion: The Value of the Lominger Competencies List

The Lominger Competencies List remains a valuable tool in the realm of talent management and leadership development. Its structured, behavior-based approach enables organizations to assess and develop their talent systematically, fostering leadership effectiveness and organizational growth. Despite some limitations, its comprehensive nature and validated framework make it a trusted resource for HR professionals and leaders seeking to build high-performing teams. As workplaces continue to evolve, integrating the Lominger competencies thoughtfully?alongside other assessment and development strategies?can help organizations adapt and thrive in a competitive landscape.

QuestionAnswer What are Lominger competencies and how are they used in organizational development? Lominger competencies are a comprehensive set of behavioral skills and attributes that define effective performance in the workplace. They are used in organizational development for talent assessment, leadership development, and succession planning by identifying key competencies required for success in various roles. Where can I find the official Lominger competencies list? The official Lominger competencies list is published by Korn Ferry and is available through their resources, training programs, or licensed assessments. They provide detailed competency models that organizations can adopt for their talent management processes. How can organizations implement Lominger competencies in their performance management

system? Organizations can integrate Lominger competencies into their performance management by defining role-specific competencies, incorporating them into appraisal forms, providing training on competency evaluation, and aligning development plans with identified competency gaps. Are Lominger competencies applicable across different industries and job levels? Yes, Lominger competencies are designed to be versatile and can be tailored to fit various industries, organizational cultures, and job levels, making them a valuable tool for comprehensive talent assessment and development. What is the relationship between Lominger competencies and leadership development? Lominger competencies are central to leadership development as they help identify the behavioral attributes necessary for effective leadership. They enable organizations to assess current leaders, develop targeted training programs, and prepare high-potential employees for future leadership roles.

Related keywords: Lominger competencies, leadership competencies, talent management, competency framework, employee development, performance management, leadership skills, organizational capabilities, competency models, professional development

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