The International Conference for Training and Organizational Development **TOD'26**

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Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development





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معهد تدريب الموانئ
Port Training Institute

Co-Organizer:

IHRIM

University of South-Eastern Norway

The Nautical Institute

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From Skills to Capabilities



How HR can build organizations ready for the future

Hossam Nassar

HR Director
Maersk Egypt



Media Partner: ربان السفينة Robban Assafina

معهد تدريب الموانئ Port Training Institute

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A quick reality check

Be honest. No hands required… but courage is welcome.

How many of us have launched a learning program…

✓ **High attendance**

✓ **Great feedback**

? **Little visible change at work**

Learning is not the outcome. Performance is.

The future is not waiting for our curriculum cycle

39%

of workers' current skill sets are expected to change by 2030

01	**AI + big data**	Fastest-growing skill demand
02	**Networks + cybersecurity**	Critical digital infrastructure
03	**Resilience + agility**	Human advantage under pressure
04	**Leadership + social influence**	Turning change into coordinated action

The risk is not that people stop learning. The risk is that organizations learn too slowly.

A skill is not a capability

The difference is the system around the person.

SKILL

Can I do a task?

Use Copilot to analyze a dataset

COMPETENCY

Can I apply it well?

Combine data, judgment and communication

CAPABILITY

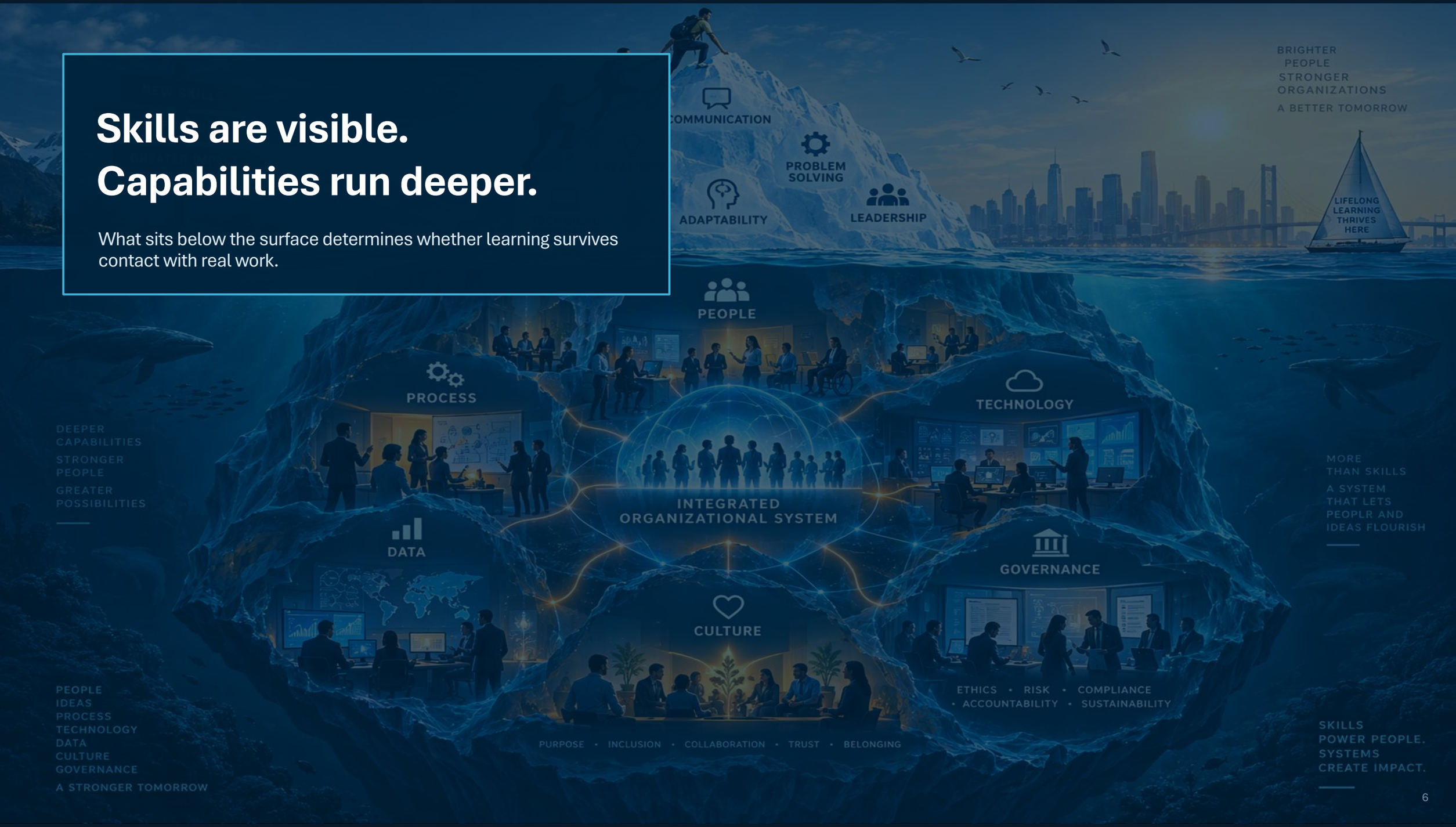
Can we deliver repeatedly?

Turn insight into faster, better decisions

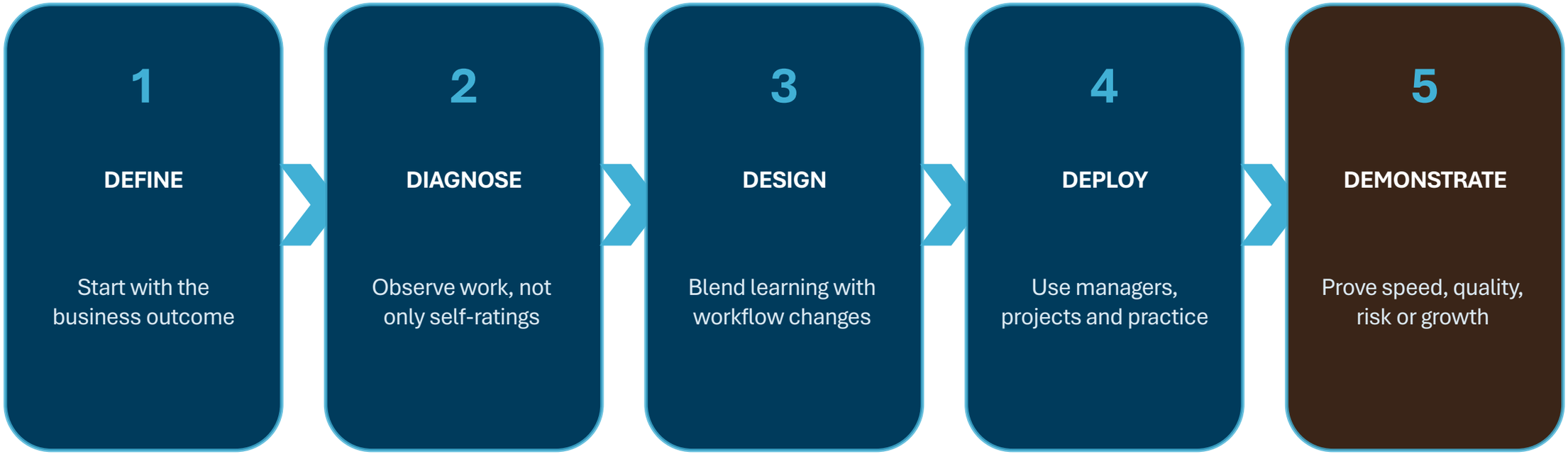
Capability = people × process × technology × data × leadership × culture

Skills are visible.
Capabilities run deeper.

What sits below the surface determines whether learning survives contact with real work.



Stop building a catalogue. Build a capability engine.



The unit of design is not the course. It is the business outcome.

What this looks like in practice

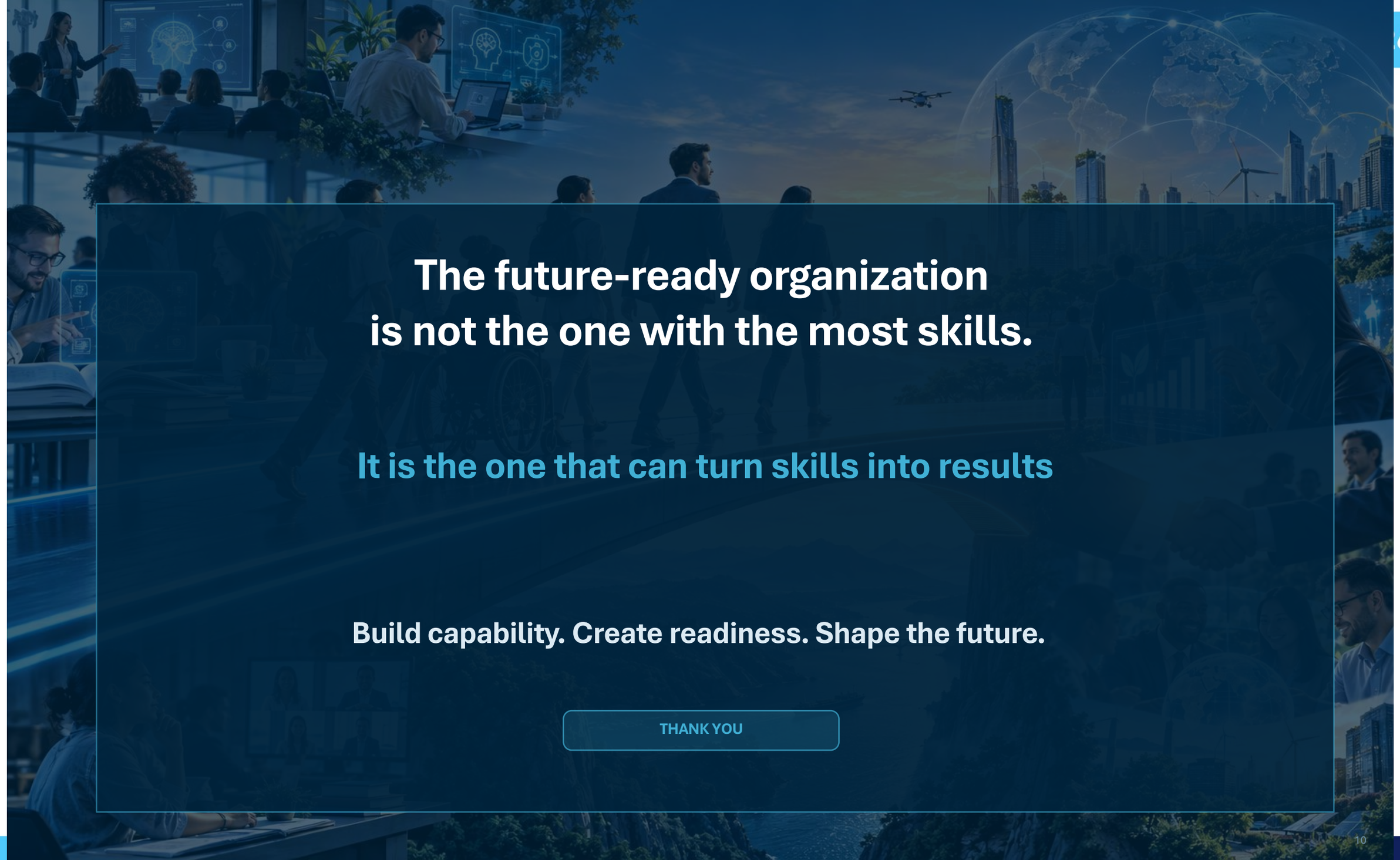
Example: AI-enabled decision making

Business outcome	Cut decision cycle time without weakening controls
Critical skills	Data literacy • prompt craft • critical thinking • storytelling
Work system	Approved tools • clean data • redesigned workflow • guardrails
Practice	Real cases • peer review • simulation • manager coaching
Evidence	Cycle time • rework • adoption • quality • risk signals

Three questions to take back on next week

1. Which 3 capabilities will decide our strategy?
2. Where does real work currently break?
3. What business evidence will we track?

If you cannot answer these, do not launch the program yet.


The future-ready organization
is not the one with the most skills.
It is the one that can turn skills into results
Build capability. Create readiness. Shape the future.
THANK YOU