الأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

Arab Academy for Science, Technology & Maritime Transport

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

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Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development

Co-Organizer:

Organizer: معهد تدريب الموانئ Port Training Institute

IHRIM

University of South-Eastern Norway

The Nautical Institute

Media Partner: ربان السفينة Robban Assafina

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From Jobs to Capabilities

Driving Skill Shift in Greenfield Organizations





damietta alliance

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QUICK QUESTION

Raise your hand if…

…you hired a perfect CV

…and got the wrong person.

…you hired an ordinary CV

…and got your best performer.



A CV tells you where someone has been.

Not where they can go.

A CV is a container label

WHAT THE LABEL SAYS



WHAT'S ACTUALLY INSIDE

- How they think
- How fast they learn
- What they do when the plan changes
- How they treat the team

Stop reading the label. Open the container.

39%

of workers' core skills are expected to change or become outdated by 2030

World Economic Forum, Future of Jobs Report 2025

In plain words: today's job description is tomorrow's history.



OLD QUESTION

"Can you do this job?"

NEW QUESTION

"Can you learn the next one?"

Day Zero: building a terminal workforce from scratch

Damietta Alliance Container Terminals · new terminal at Damietta Port · up to 3.3M TEU capacity

0
employees on day one

0
legacy systems

0
inherited culture

0
"we've always done it this way"

OPTION A

Fight every other port for the same few experienced people

OPTION B

Change the question.

75%

of this year's hires

had never worked in a terminal before

Hired for **capability**

Trained **in-house**

With partners **like PTI**



We didn't hire them for what they've done.

We hired them for what they can learn.

The shift: from jobs to capabilities

Hiring for the JOB		Hiring for CAPABILITY
Job title	→	**Capabilities**
Years of experience	→	**Speed of learning**
Certificates on paper	→	**Proof of doing**
"Can you do it today?"	→	**"Can you grow into it?"**
Filling a vacancy	→	**Building the future**

Experience is a bonus — not an entry ticket.

Hire for the CRANE

Five capabilities no CV can show you

C	R	A	N	E
Curiosity	**Responsibility**	**Adaptability**	**Never-stop learning**	**Engagement**
Asks "why?" and "how?" — where all learning starts	Says "I", not "the system", when things go wrong	Stays calm when the plan changes (every hour, at a port)	Learns because that's who they are, not because it's mandatory	Brings energy to the team instead of draining it

Not one of these is written on a CV. They're all inside the container.

3 interview swaps you can use tomorrow morning

STOP ASKING	START ASKING	
"Tell me about yourself."	**"Teach me something you learned recently — in 2 minutes."**	N
"What's your biggest weakness?"	**"Tell me about a mistake you owned and fixed."**	R
"Where do you see yourself in 5 years?"	**"The plan just changed. What do you do in the first hour?"**	A

Golden rule: **Don't ask it. Test it.**



…and train for the crane

Hiring for capability is only half the story. The other half is building skills in-house.



Hire

for the CRANE

Learn

with training in house or partners like PTI

Practice

on the ground, next to experienced mentors

Certify

before taking the controls alone

Grow

because learning never ends

We don't buy ready-made talent. We build it.

3 sentences to delete from our vocabulary

~~"We need someone with 10 years' experience."~~	**"We need someone who can get there in 10 months."**
~~"He's not from the industry."~~	**"Great — no bad habits to unlearn."**
~~"Training is a cost."~~	**"Training is how we manufacture talent."**



IF YOU REMEMBER ONE THING…

Hire for the CRANE.

Train for the crane.

C R A N E

Stop reading the label. ***Open the container.***



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Sameh Elagamy, MBA

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Thank you

Hire for the CRANE. **Train for the crane.**

Let's connect

