

A3.1.6 Future Skill Profile #6: Decision competence



Definition: Decision competence as a *Future Skill* is the ability to seize decisions and to evaluate different alternatives against each other, as well as making a final decision and taking over the responsibility for it. (mean value: 4.5 of 5, standard deviation: 0.71)

Reference competence: Responsibility-taking

Significance: The development from centrally managed to decentralised and networked organisational structures necessitates a decentralisation of decision-making powers and processes as well. This increases the importance of the ability to make decisions and take responsibility within the decentral spheres of an organisation. Decision competence as a *Future Skill* in highly emergent contexts enables an organisational change from hierarchical organisations to more network-based organisations with more decentralised control.

Description: Decision competence is the ability to perceive decision-making needs and to weigh possible alternative decisions against each other, to make a decision and to take responsibility for it. This field of competence also includes the competence to take responsibility. Making decisions and assuming responsibility are understood by the interviewees as two interdependent actions or competencies. Making decisions requires the ability to reflect critically on one's own decision bases and to rethink and communicate the action parameters that guide decisions in a given situation. Taking on responsibility also means being able to justify the decision taken in view of existing constellations of values and standards in the respective organisational situation, both personally and organisationally as well as socially.

With regard to taking responsibility, decision competence is the ability to explicitly justify a decision through dialogue. This understanding of responsibility is based on a purposeful or reinforced dialogical principle of answering via the prefix ‚re‘, from which the ability to communicate can be derived as the first condition of responsibility. In this sense, every responsibility represents an act of communication. In order to be able to speak and answer for something, the actor in question must be able to communicate. Within the discourse of responsibility language plays an important role as a prerequisite for responsibility (cf. Piepmeier 1995: 86; Schwartländer 1974: 1580). Since the objects of a responsibility represent actions and consequences of actions, the subject in question must be able to act in order to bear responsibility. The process of justification is expressed in form of actions, it represents a way of acting. And yet action is to be distinguished from mere behaviour as actions always emphasise intentions. In this respect, actions are understood as target-oriented, purposeful activities, and thus as a special type of behaviour. The possibility of attributing responsibility begins with the description of behaviour as action.