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Capacity: The Difference Maker in the Delivery of Results



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Introduction

I have always wondered what the difference maker is with people of similar competence. I have seen professionals that possess the same credentials, personality, skills, knowledge, and experience produce different results. I know attitude comes up on the list but I have also seen people with a great attitude not produce results at a certain level of work demand.

Capacity, The Difference Maker.

The difference maker is capacity. Let's take a moment to review the cover of this article. You will see that all the jars can hold water but in different capacities. Where there's a greater need for water, the smallest bottle will not be as useful as the biggest. There are times when organisations have a need that not all those with the same competence can attend to.



On Competence, Capacity, and Capability.

Let me attempt to clarify between the concepts of competence, capacity, and capability.

- **Competence:** This is your ability to perform a task. It is expressed based on the quality, relevance, usefulness, and fit of your credentials, attributes, skills, knowledge, and experience.
- **Capacity:** This is the degree of proficiency of your competence. It defines the volume of work that you can do with your competence.
- **Capability:** Your capability is the sum of your competence and capacity. It defines the extent of results you can deliver.

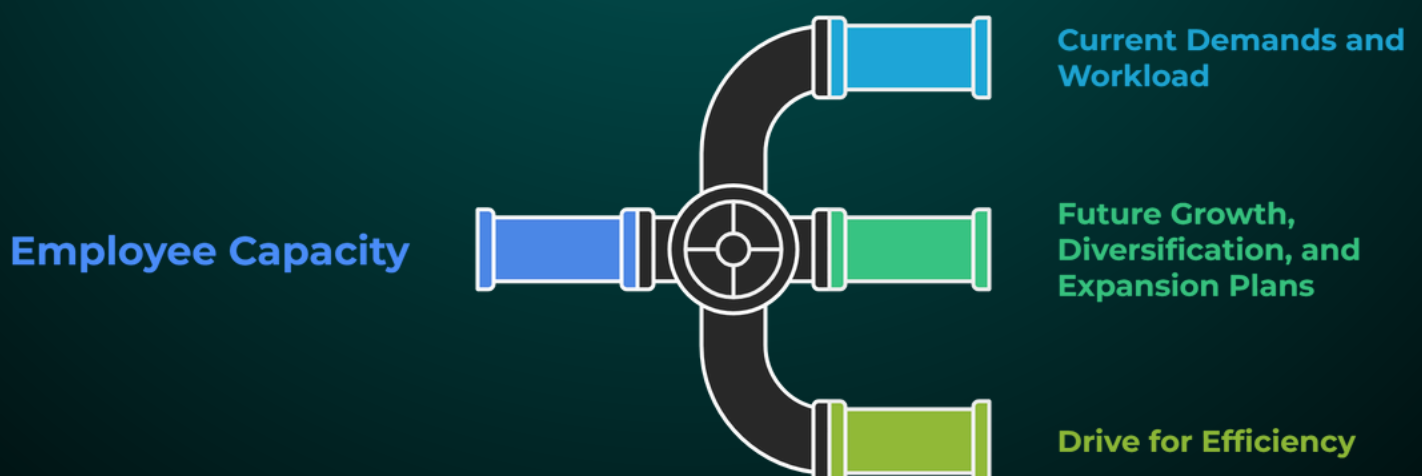


Delivering Expected Results for the Organisation

When organisations look to achieve results they leverage on the competence of their employees but **more importantly they look to those that have the capacity to deliver the results**. They know that employees may have the same skill set but they definitely cannot handle things in the same measure.

When organisations have goals to achieve, they focus more on the capacity of their workforce to match the level of demand required to deliver expected results. This focus on capacity in addition to competence is influenced by all or any of the following:

1. **Current Demands and Workload.** When the workload requirement to deliver a particular result becomes evident, it is the capacity of the employee to handle additional workload without losing the quality of their competence that matters.
2. **Future Growth, Diversification, and Expansion Plans.** Organizations know that the strength of their workforce will need to be improved in order to support growth objectives. When this aspiration is in view, those who have the capacity to manage the present while looking to make the most of the future will be sought after.
3. **Drive for Efficiency.** Capacity is the rate of productive capability of an employee. When an employee has a greater capacity to deliver work over his other colleagues, there is usually a measure of savings of time, energy, and resources.



Building Your Capacity to Match Organisational Demands

An employee that wants to be relevant in the organization must have a system that focuses on **continuous improvement and development**. The activities must become a habit to deliver value on an ongoing basis. The following recommendations can be considered in building your capacity to deliver stellar results that meet organization's growing demands.

- **Conduct a Need Assessment:** Find a way to determine what sets of capabilities are required by your organization to meet the strategic goals they have set. This knowledge is essential to determining the quality of your capability viz-a-viz what the organisation truly needs.
- **Design a Capacity Development Programme:** Following your understanding of organization need and your current rating on the spectrum, you must become intentional in designing a programme that enables you to become more valuable to your organization. Learning interventions must be programmed and religiously adhered to if you must become relevant in the scheme of things for your organisation.
- **Evaluate Your Growth:** Set benchmarks for yourself as you commit to building your capacity. Monitor your development and evaluate the quality of your improved capacity from time to time.
- **Commit to more Work.** The essence of your improved capacity is to be able to do more than you are doing. Endeavour to volunteer to be part of projects and teams. This is how to engage your capacity to deliver value for the organization.



- **Evolve a Capacity Development Strategy:** The elements of your capacity development strategy include lead strategy, lag strategy, incremental strategy, and dynamic strategy. Your lead strategy is your approach to increasing your capacity before there is a need for it. Your lag strategy is an approach that requires that you only add to your capacity after you have fully exhausted and stretched yourself. Your incremental strategy is a provision that allows you to keep growing as you attain a level of workload. Your dynamic strategy leans on forecasts to determine the extent of growth to embrace.



Evolve Development Strategy

Develop a strategy for continuous growth



Commit to More Work

Engage in projects to apply new skills



Evaluate Growth

Monitor and assess personal development



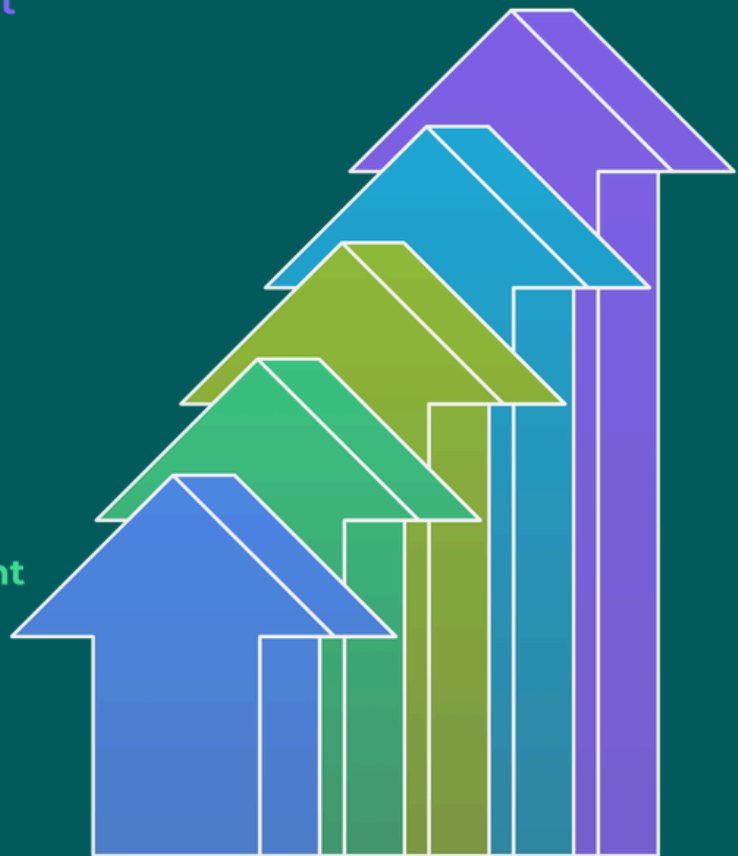
Design Development Programme

Create a programme to enhance capabilities



Conduct Need Assessment

Identify required capabilities for strategic goals



Final Word

Commit yourself to a process of acquiring, reinforcing and sustaining your capabilities to meet demands of work.





Profile for Dr. Olumuyiwa Akinrole Oludayo

Dr. Olumuyiwa Akinrole Oludayo is a transformative leader and consultant with a distinguished career across higher education, human resource management, and organisational development. His professional journey reflects an enduring commitment to influencing impactful change and advancing practices that drive growth and excellence at both individual and organisational levels.

With a strong foundation in academia, Dr. Oludayo has contributed extensively to higher education as a Member of Faculty for Human Resource Management, guiding the next generation of professionals and leaders. His roles as Dean of Students, Registrar, and Director of the African Leadership Development Centre have enabled him to influence institutional leadership and capacity-building across Africa, crafting learning environments that are centred on holistic development and resilience.

As a Research Fellow with the Chartered Institute of Personnel Management of Nigeria, Dr. Oludayo has made notable contributions to HR practice in Nigeria. His publications and development of frameworks have significantly shaped best practices within the industry, equipping HR professionals with contextually relevant strategies that address both contemporary and emerging challenges.

Organisations that engage Dr. Oludayo's consulting expertise benefit from a wealth of experience and a bespoke approach to people management. Through his work, he has supported a diverse range of organisations in optimising their talent strategies, enhancing leadership capacity, and creating resilient teams. His consulting work is marked by a commitment to solutions that are analytically robust and deeply aligned with an organisation's unique culture and objectives.

By partnering with Dr. Oludayo, organisations gain access to innovative approaches to talent development and organisational effectiveness. His strategic guidance encourages a culture of resilience, adaptability, and continuous improvement. His proven ability to integrate strategic insight with a people-centred approach makes him an invaluable asset for organisations striving for sustainable growth and a competitive edge.

In bridging the realms of academia, research, and practical consulting, Dr. Oludayo offers a holistic perspective that is both visionary and results-driven. His contributions go beyond enhancing performance; they cultivate lasting organisational value, enabling businesses to thrive through a stronger, more cohesive approach to human capital management.

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