

CAREER INTELLIGENCE SERIES

# The Capability Advantage

How Organisations Diagnose,  
Develop and Sustain  
Human Performance



# The **Capability** Advantage:

How Organisations Diagnose, Develop  
and Sustain Human Performance



Contact

Author

Dr. olumuyiwa A. Oludayo , MCIPM, FITD

[muyiwa@nathanleadgate.com](mailto:muyiwa@nathanleadgate.com)



[www.muyiwaoludayo.com](http://www.muyiwaoludayo.com)



[www.nathanleadgate.com](http://www.nathanleadgate.com)

## About Nathan Leadgate

Nathan Leadgate is a diagnostic-led organisational management consulting firm that works with boards, executive teams, and institutions to convert capability into measurable business performance. evidence, diagnosis, and structure. Nathan Leadgate helps organisations move from effort to results. We do not just support organisations. We build systems that consistently produce performance

### Copyright Standards

This document contains proprietary research, copyrighted and trademarked materials of Nathan Leadgate. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

The materials contained in this document and/or the document itself may be downloaded and/or copied provided that all copies retain the copyright, trademark and any other proprietary notices contained on the materials and/or document. No changes may be made to this document without the express written permission of Nathan Leadgate.

Any reference whatsoever to this document, in whole or in part, on any webpage must provide a link back to the original document in its entirety. Except as expressly provided herein, the transmission of this material shall not be construed to grant a license of any type under any patents, copyright or trademarks owned or controlled by Nathan Leadgate.

The Nathan Leadgate Insights items are Nathan Leadgate proprietary information and are protected by law. You may not administer a survey with the Nathan Leadgate items or reproduce them without written consent from Nathan Leadgate.

Nathan Leadgate Insights are trademarks of Nathan Leadgate. All other trademarks and copyrights are property of their respective owners

# Table of Content

Executive Summary

The Workforce Question Leaders Must Answer

What Workforce Capability Means

The Workforce Capability Model

Capacity: The Reserves People Draw From

Competence: The Ability That Turns Capacity into Value

Real-World Signals That Support the Model

The Capability Interaction Grid

How to Read the Nine Profiles

How Leaders Should Use the Grid

How HR Should Apply the Model

A Practical Diagnostic Process

The Manager's Capability Checklist

What the Model Changes in Practice

Practice-Based Development of the Model

The Executive Implication

Conclusion

References

## Executive Summary

Every organisation depends on the quality of human contribution available to it. Strategy requires people who can interpret priorities, carry work, solve problems, learn fast, collaborate well and sustain performance under pressure. Structures, systems, technology and capital become useful through the people who activate them.

This article presents The Workforce Capability Model as a practical diagnostic model for leaders, HR professionals and managers who need a clearer way to understand human performance. The model defines workforce capability as the fullness of employee potential expressed at work to deliver value to stakeholders. It presents capability as a function of capacity and competence:

**Capability = f(Capacity, Competence)**

Capacity refers to the reserves people draw from in order to contribute sustainably. Competence refers to the applied ability required to perform work effectively. The interaction between both dimensions determines how people show up at work under normal demand, rising workload, complexity, pressure and change.

The article also presents the Capability Interaction Grid, developed by Dr. Olumuyiwa A. Oludayo, as a practical tool for diagnosing nine expressions of workforce capability. The grid helps organisations identify High-Potential Rookies, Accelerating Talents, Peak Performers, Emerging Talents, Reliable Performers, Seasoned Professionals, Struggling Performers, Inconsistent Contributors and Burnt-Out Experts.

The model gives leaders a more disciplined way to make decisions about recruitment, onboarding, learning, deployment, performance management, workload design, succession and retention. Its central value is practical clarity. It helps organisations decide what kind of people intervention is required, where performance risk is building, where talent is emerging, where expertise is being overused and where sustainable human performance needs stronger institutional support.

# The Workforce Question Leaders Must Answer

Many organisations know their headcount. They know how many people were hired, how many people left, how much was spent on training, how many positions are vacant and how much payroll costs. These indicators matter because they give leaders a view of workforce movement and cost.

A stronger workforce question sits beneath those indicators:

**How much usable capability does this organisation have, and how sustainably can that capability be expressed?**

This question matters because organisational performance does not come from headcount alone. Performance comes from people who bring enough skill, judgement, energy, resilience, discipline and support into work. A large workforce with weak capability creates execution drag. A small workforce with strong capability may carry disproportionate value. A workforce filled with qualified people may still struggle when work becomes complex, urgent or emotionally demanding.

Current workplace evidence makes this question urgent. Gallup's 2026 workplace report found that only 20% of employees worldwide were engaged in 2025, with lost productivity estimated at US\$10 trillion. The WHO and ILO have also reported that depression and anxiety are associated with an estimated 12 billion lost working days annually, with a productivity cost close to US\$1 trillion. These figures show that employee performance cannot be discussed only through skills and output. Energy, attention, psychological condition, work design and leadership quality are part of the performance equation.

The Workforce Capability Model responds to this practical need. It gives leaders a way to examine the two conditions that shape sustainable contribution: the reserves people have and the ability they apply.

# What Workforce Capability Means

Workforce capability is the fullness of employee potential expressed at work to deliver value to stakeholders.

This definition is practical. It recognises that people bring more than job titles into work. They bring knowledge, judgement, health, stamina, networks, learning appetite, emotional stability, discipline, experience, values and professional identity. These resources become valuable when they are expressed in work outcomes.

The definition also recognises the role of the work environment. People express capability inside real conditions: workload, leadership behaviour, role clarity, systems, culture, psychological safety, technology, time pressure and customer demand. A capable person can underperform in a poor environment. A developing person can grow rapidly inside a well-designed environment.

The idea of capability therefore helps leaders speak more accurately about people. It allows a manager to say, "This employee has strong competence and weakening capacity." It allows HR to say, "This team has enough energy and low skill depth." It allows executives to ask, "Which parts of the business are running on depleted expertise?" These are better diagnostic statements than casual labels such as "good staff," "weak staff" or "high flyer."

# The Workforce Capability Model

The Workforce Capability Model is built on this equation:

**Capability = f(Capacity, Competence)**

This means capability is shaped by the interaction between capacity and competence.

Capacity answers the question:

**How much more can this person sustainably take?**

Competence answers the question:

**How well can this person perform the work?**

Capability answers the fuller question:

**How well can this person perform the work as demand, complexity and workload increase?**

This functional relationship gives the model its practical strength. It helps leaders see that performance problems do not always come from the same source. Some people lack the skill depth required for the role. Some have skill and knowledge, with depleted reserves. Some have strong reserves and limited role mastery. Some combine strong reserves with strong competence and become central to organisational performance. The right diagnosis determines the right intervention.

A skills problem needs learning, coaching, practice and clearer standards. A capacity problem needs workload review, recovery, support, prioritisation, better work design or stronger psychosocial safety. A combined problem needs a structured plan that rebuilds competence and stabilises reserves. A peak capability profile needs strategic deployment, recognition, retention attention and protection from overuse.

This is the practical logic of the model.

# Capacity: The Reserves People Draw From

Capacity is the human reserve that makes contribution sustainable. It determines how long, how well and how reliably people can keep performing as work demands increase.

The model identifies five components of capacity.

## Physical Capacity

Physical capacity refers to health, stamina, energy and fitness for the role. It affects work pace, alertness, attendance, safety and consistency. In field, operations, hospitality, manufacturing, healthcare, logistics and shift-based work, physical capacity has a direct link with output. In professional and managerial work, it influences decision stamina, presence and follow-through.

The practical question for leaders is simple: does the work demand more energy than the employee can sustainably provide?

## Intellectual Capacity

Intellectual capacity refers to reasoning, learning speed, cognitive agility, attention and problem-solving bandwidth. It matters in roles that require analysis, decision-making, interpretation of data, learning of systems, regulatory judgement or technical troubleshooting.

An employee with weak intellectual capacity for a role may struggle when several issues compete for attention. Work complexity may create errors, delays and dependence on others. The managerial response should include role clarity, decision support, training, coaching and work tools that reduce avoidable cognitive overload.

# Capacity: The Reserves People Draw From

## Emotional Capacity

Emotional capacity refers to resilience, composure, stress tolerance, emotional regulation and recovery. It shapes the quality of communication, judgement and behaviour when pressure rises.

This dimension is central to leadership and service roles. A technically competent person who loses emotional control under pressure can damage trust, morale, customer experience and team coordination. ISO 45003 has made psychosocial risk management a mainstream workplace concern by placing psychological health and safety within the occupational health and safety system. This supports the practical view that emotional capacity belongs inside performance conversations.

## Financial Capacity

Financial capacity refers to economic stability and the ability to invest in growth. It affects focus, stress, learning access, professional development and career mobility.

Financial strain can consume attention. It may reduce a person's ability to pursue certification, attend development programmes, relocate for opportunity or stay focused during work. Organisations do not need to intrude into private financial matters. They need to understand that financial pressure can affect performance, retention and development readiness.

## Social Capacity

Social capacity refers to useful support, relationships, influence, collaboration ability and access to help. Work increasingly depends on networks. People need colleagues, supervisors, teams, mentors, technical experts and stakeholders to get things done.

Social capacity is especially important in matrix organisations, project-based work, customer-facing roles and leadership positions. A person with strong skill

# Capacity: The Reserves People Draw From

and weak social access may struggle to mobilise support. A person with moderate skill and strong social capacity may solve problems faster because help is accessible.

Capacity gives leaders a wider view of human readiness. It explains why a person's output may decline despite competence. It also explains why certain employees cope better when workload, pressure and ambiguity increase.

# Competence: The Ability That Turns Capacity into Value

Competence is the applied ability required to perform work effectively. It is the part of capability that shows through role mastery, judgement, skill, knowledge and behaviour.

The model identifies five components of competence.

## Credentials

Credentials refer to qualifications, certifications, licences and formal learning. Their value depends on relevance, quality and currency. Credentials should strengthen role confidence and professional credibility.

A credential that connects directly with the work improves competence. A credential that has become outdated requires renewal. HR teams should map credentials to role requirements, especially in regulated, technical and safety-sensitive environments.

## Attributes

Attributes refer to personal qualities that influence performance. Reliability, discipline, integrity, humility, empathy, curiosity, ownership and professionalism all affect how competence is expressed.

This matters because work quality is shaped by behaviour. A skilled person with weak discipline creates execution risk. A knowledgeable person with poor humility may resist feedback. A technically strong employee with weak empathy may damage customer and colleague relationships.

## Skills

Skills refer to practical proficiency. They include technical, digital, interpersonal, analytical, managerial and commercial abilities. Skills are visible in execution.

A skilled employee performs core tasks with less supervision. Skill depth

# Competence: The Ability That Turns Capacity into Value

reduces correction time, improves quality and increases confidence. In fast-changing work environments, skill relevance needs continuous review.

## Knowledge

Knowledge refers to the employee's understanding of processes, standards, products, systems, customers, regulations, tools and industry realities. Useful knowledge supports sound judgement.

Knowledge becomes weaker when systems change and employees do not update their understanding. This is common during digital transformation, regulatory change, mergers, new product launches and process redesign.

## Experience

Experience refers to exposure that has produced judgement. Its value comes from lessons, patterns, decision maturity and transferable insight.

Years in a role do not automatically create useful experience. Experience becomes competence when it improves the employee's ability to solve present problems, anticipate risks and perform with maturity.

Competence turns capacity into value. It gives direction to energy, discipline to effort and quality to execution.

# Real-World Signals That Support the Model

The Workforce Capability Model is useful because several major workplace realities now point in the same direction: organisations need people who can perform well and sustain performance.

## Toyota: Capability Is Built Through Work Systems

Toyota's production system is widely studied because it connects efficiency, problem-solving, continuous improvement and disciplined work processes. Toyota describes its production system as a way of eliminating waste in pursuit of efficient methods. The lesson for workforce capability is clear: people perform better when work systems are designed to support problem-solving, learning, flow and quality.

A leader using The Workforce Capability Model would read Toyota's example as a reminder that competence develops through structured work, not classroom learning alone. Capacity is also protected when waste, rework, confusion and overload are reduced.

## NHS England: Workforce Sustainability Requires Train, Retain and Reform

NHS England's Long Term Workforce Plan addresses workforce supply, training, retention and reform. The plan recognises that healthcare performance depends on having enough people, better ways of working and a culture that supports retention.

This example supports the model's practical logic. A workforce plan built only on recruitment leaves capability exposed. Sustainable performance needs capacity protection, competence development, work redesign and institutional retention discipline.

# Real-World Signals That Support the Model

## Boeing: Safety Culture Requires Capability at Every Level

The FAA expert panel review of Boeing's safety culture identified a disconnect between senior management and other members of the organisation on safety culture. The panel also raised concerns about safety reporting, communication and implementation.

This example shows the risk of capability failure in high-stakes environments. Safety performance depends on technical competence, psychological safety, communication quality, leadership trust, reporting discipline and system reliability. The model helps leaders examine whether people have both the competence and the capacity to speak up, act properly and sustain standards under pressure.

## Gallup: Engagement and Productivity Are Capability Issues

Gallup's State of the Global Workplace 2026 report places employee engagement at 20% globally for 2025 and estimates the cost of lost productivity at US\$10 trillion. This is a strong signal for leaders. Engagement affects attention, discretionary effort, commitment and contribution.

The model helps organisations move from broad engagement concern to targeted diagnosis. Low engagement may connect with depleted capacity, weak competence, poor role fit, weak leadership, limited growth or under-recognition. The right intervention depends on the profile.

## WHO and ILO: Mental Health Affects Work Loss and Productivity

The WHO and ILO report that depression and anxiety account for an estimated 12 billion lost working days each year and cost the global economy close to US\$1 trillion in productivity. This supports the model's emphasis on capacity. Human reserves affect organisational outcomes.

# Real-World Signals That Support the Model

This evidence gives leaders a business reason to manage psychosocial risk, workload pressure, recovery, support, communication quality and manager behaviour.

## **CIPD: Workload Remains a Major Stress Driver**

CIPD's 2025 health and wellbeing report identifies heavy workloads as the leading cause of stress-related absence among organisations reporting such absence. This supports the need for capacity-aware workforce planning. When workload consistently exceeds reserves, performance quality becomes fragile.

## The Capability Interaction Grid

The Capability Interaction Grid, developed by Dr. Olumuyiwa A. Oludayo, translates The Workforce Capability Model into a practical diagnostic tool. It places capacity and competence on three levels: low, moderate and high. Their interaction produces nine capability profiles.

The grid helps leaders move from general impressions to clearer judgement. It also helps HR teams plan interventions with greater precision.

**Figure 1: Capability Interaction Grid (Developed by Dr. Olumuyiwa A. Oludayo)**

Capacity / Competence	Low Competence	Moderate Competence	High Competence
<b>High Capacity</b>			
Strong reserves; low role mastery; fast learner.	<b>High-Potential Rookie</b>		
Strong reserves; growing competence; rapid improvement.		<b>Accelerating Talent</b>	
Strong reserves; strong competence; sustainable excellence.			<b>Peak Performer</b>
<b>Moderate Capacity</b>			
Adequate reserves; developing skills; needs structure.	<b>Emerging Talent</b>		
Stable reserves; consistent delivery; predictable work quality.		<b>Reliable Performer</b>	
Good reserves; high competence; trusted contributor.			<b>Seasoned Professional</b>

# The Capability Interaction Grid

Capacity / Competence	Low Competence	Moderate Competence	High Competence
<b>Low Capacity</b>			
Low reserves; low skill; overwhelmed and underperforming.	<b>Struggling Performer</b>		
Low reserves; moderate skill; fluctuating output.		<b>Inconsistent Contributor</b>	
Low reserves; high competence; capable and depleted.			<b>Burnt-Out Expert</b>

The grid describes a current capability condition. People can move across it. Movement happens through learning, workload change, support, recovery, role redesign, leadership quality, experience and changing personal circumstances.

The grid also improves fairness. It helps managers avoid quick labels. It gives the organisation a better way to understand why people perform as they do.

# How to Read the Nine Profiles

## High-Potential Rookie

This profile describes employees with strong reserves and low current competence. They may be new to a role, newly promoted, recently transferred or entering more complex work. They bring energy, willingness and learning appetite. They need structure, guidance, feedback and practical exposure.

Best organisational response: structured onboarding, role clarity, mentoring, guided assignments and deliberate skill-building.

## Accelerating Talent

This profile describes employees with high capacity and moderate competence. They are growing quickly and becoming more useful. They may already handle familiar work well and need deeper judgement for complexity.

Best organisational response: stretch assignments, coaching, exposure, feedback on judgement and development tracking.

## Peak Performer

This profile describes employees with high capacity and high competence. They deliver strong results and can sustain performance under demand. They are valuable for complex work, succession pipelines, mentoring and critical priorities.

Best organisational response: recognition, strategic assignments, leadership development, retention attention and protection from overuse.

## Emerging Talent

This profile describes employees with moderate capacity and low competence. They can grow when expectations are clear and learning is structured. Their performance may be limited by weak knowledge, low confidence or insufficient experience.

Best organisational response: clear instructions, foundational training, practical demonstration, short learning cycles and realistic workload.

# How to Read the Nine Profiles

## Reliable Performer

This profile describes employees with moderate capacity and moderate competence. They provide stability and predictable output. Many organisations depend on them for continuity.

Best organisational response: recognition, job enrichment, moderate stretch, development planning and contribution visibility.

## Seasoned Professional

This profile describes employees with moderate capacity and high competence. They possess experience, judgement and institutional memory. Their expertise is useful, and their available reserves need active management.

Best organisational response: advisory roles, mentoring, workload prioritisation, knowledge transfer and renewal conversations.

## Struggling Performer

This profile describes employees with low capacity and low competence. They may be overwhelmed by the amount and nature of work. They require clear diagnosis and structured support.

Best organisational response: role clarification, targeted learning, close supervision, workload review, confidence rebuilding and evidence-based performance support.

## Inconsistent Contributor

This profile describes employees with low capacity and moderate competence. Their output fluctuates. They can perform under manageable conditions and decline when pressure, ambiguity or overload increases.

Best organisational response: priority clarity, workload stabilisation, routine check-ins, planning tools and support for pressure triggers.

# How to Read the Nine Profiles

## **Burnt-Out Expert**

This profile describes employees with low capacity and high competence. They possess valuable expertise and weakened reserves. They often carry important institutional knowledge and may be at risk of withdrawal, disengagement or exit.

Best organisational response: workload redesign, recovery support, recognition, knowledge-transfer planning, renewed purpose and retention attention.

# How Leaders Should Use the Grid

The grid should shape five kinds of leadership decisions.

## Development Decisions

Leaders should match development to profile. High-Potential Rookies need foundations. Accelerating Talents need stretch. Reliable Performers need carefully selected upgrades. Seasoned Professionals need renewal. Burnt-Out Experts need restoration before additional demands.

## Performance Decisions

A performance conversation should identify whether the issue is capacity, competence, role design, leadership support or workload pressure. The grid gives managers language for this conversation.

## Deployment Decisions

Complex work should be assigned with attention to both ability and sustainability. Peak Performers can carry important work. Seasoned Professionals can handle expert judgement. Accelerating Talents can take stretch assignments with support. Burnt-Out Experts should not become the default solution for every difficult problem.

## Succession Decisions

Succession planning should consider competence depth and capacity strength. A future leader needs more than technical ability. Larger roles demand judgement, stamina, learning speed, emotional maturity and social influence.

## Retention Decisions

Retention risk increases when high competence is paired with depleted reserves. Burnt-Out Experts and overused Peak Performers require careful attention. Losing them may remove knowledge, trust, client memory and problem-solving capacity from the organisation.

# How HR Should Apply the Model

HR can use The Workforce Capability Model across the employee lifecycle.

## Recruitment

Recruitment should assess competence and capacity. Competence assessment should examine credentials, attributes, skills, knowledge and experience. Capacity assessment should examine role stamina, learning agility, resilience, collaboration demands and work-context fit.

## Onboarding

Onboarding should help new employees move from potential to contribution. The model helps HR identify employees who have energy and learning appetite, then build their competence through role clarity, coaching and early feedback.

## Learning and Development

Training should follow diagnosis. A Struggling Performer requires foundations. An Accelerating Talent requires stretch. A Seasoned Professional may need renewal. A Burnt-Out Expert may need capacity restoration before additional learning demand.

## Performance Management

Performance management should include capability diagnosis. Managers should examine whether poor output comes from skill gaps, weakened reserves, unclear expectations, role misfit, workload excess or lack of support.

## Workforce Planning

Workforce planning should identify where capability is strong, fragile, ageing, depleted or underdeveloped. HR should map capability by function, level, location and job family.

# How HR Should Apply the Model

## Succession and Talent Reviews

Talent reviews should use profile evidence. High capacity and moderate competence may signal development potential. High competence and low capacity may signal retention and sustainability risk. Moderate capacity and moderate competence may signal dependable contribution that needs upgrading.

## Wellbeing and Workload Governance

The model gives wellbeing work a performance logic. HR can use it to connect workload, stress, energy, psychological safety and output. This aligns with ISO 45003 and with current evidence on psychosocial risk.

# A Practical Diagnostic Process

Organisations can apply the model through a simple five-step process.

## Step 1: Clarify the work context

Identify the role, workload, complexity, performance expectation, team setting and current business pressure.

## Step 2: Assess capacity

Use a structured tool to examine physical, intellectual, emotional, financial and social capacity.

## Step 3: Assess competence

Use role-relevant evidence to examine credentials, attributes, skills, knowledge and experience.

## Step 4: Classify the capability profile

Place the employee or team on the Capability Interaction Grid using capacity and competence bands.

## Step 5: Select the intervention

Choose development, workload redesign, coaching, role clarification, support, recognition, retention action or performance management based on the profile.

This process prevents generic interventions. It also improves accountability because the organisation can explain why a specific action was selected.

# The Manager's Capability Checklist

Managers can use the following questions during one-on-one conversations, talent reviews and performance discussions.

<b>Diagnostic Area</b>	<b>Practical Question</b>
Role clarity	Does this employee understand what strong performance requires?
Capacity	Can this employee sustain current workload without quality decline?
Competence	Does this employee have the skill, knowledge and experience required for the role?
Workload	Is the person carrying more work than the role should reasonably demand?
Support	Does the employee have access to help, tools, feedback and relationships?
Growth	What competence area most needs development now?
Risk	Is the employee underperforming, underused, overused or nearing depletion?
Action	What intervention best fits the current capability profile?

A leader who asks these questions regularly will understand people more accurately.

# What the Model Changes in Practice

The Workforce Capability Model changes the conversation in several ways.

It makes capability more visible. Leaders can describe the real condition of human performance with greater precision.

It improves intervention quality. HR and managers can select actions based on diagnosis.

It protects high-value people. Burnt-Out Experts and overused Peak Performers become visible before the organisation loses them.

It strengthens talent development. High-Potential Rookies and Accelerating Talents receive the structure required for growth.

It helps dependable employees grow. Reliable Performers are recognised as contributors with upgrade potential.

It improves workforce planning. HR gains a more useful view of capability distribution across functions and levels.

It links wellbeing with performance. Capacity becomes a serious business issue.

# Practice-Based Development of the Model

The Workforce Capability Model has been developed through professional practice, repeated presentation, client application and instrument refinement. It has been presented to over 800 HR professionals of the Chartered Institute of Personnel Management of Nigeria and adapted across client contexts including PAG, Bitachon, VMO Group, Sundry Market, Counterhouse and others.

The model has appeared in leadership development, strategic HR, recruitment, team performance, safety and psychosocial wellbeing contexts. These applications strengthened the language, profile descriptions, diagnostic use and intervention logic.

The current survey design improves measurement quality through recent-behaviour wording, frequency-based responses, pressure-based scenarios, trade-off wording and reverse-scored items. The individual report guide also strengthens practical use by translating each profile into likely strengths, risks, development priorities, 90-day actions and managerial support.

This gives the model a strong practice base. Organisations can apply it as a diagnostic framework for expert-led workforce conversations, talent reviews, development planning and capability improvement.

## The Executive Implication

Executives should treat workforce capability as an enterprise asset. Capability determines how strategy becomes execution. It affects productivity, customer trust, operational resilience, quality, safety, innovation and institutional continuity.

A serious organisation should know where its capability is concentrated, where it is declining, where it is underdeveloped and where it is being overused. This knowledge belongs in management meetings, HR reviews, leadership development sessions and workforce planning discussions.

Capability also requires stewardship. Leaders influence capacity through workload, clarity, support, communication, fairness and culture. Leaders influence competence through selection, coaching, feedback, standards, exposure and accountability. HR provides the architecture. Line managers create the daily conditions. Executives set the seriousness of the agenda.

A workforce becomes powerful when people have the reserves to keep contributing and the competence to contribute well.

## Conclusion

The Workforce Capability Model gives organisations a practical way to understand sustainable human performance. It defines capability as the fullness of employee potential expressed at work to deliver value to stakeholders. It explains capability as a function of capacity and competence. It uses the Capability Interaction Grid to classify nine expressions of human capability in a way that leaders and HR practitioners can use.

The value of the model lies in the quality of diagnosis it enables. It helps organisations see potential, development need, dependable contribution, expertise, inconsistency, struggle, depletion and sustainable excellence. It also helps leaders choose better interventions.

Workforce capability deserves more disciplined attention in every organisation. People are the carriers of execution, judgement, learning, service, trust and institutional memory. Their capability must be understood, developed, deployed and preserved.

The power of a workforce is the capability it can express sustainably.

## References & Academic Base

- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Campion, M. A., Fink, A. A., Ruggeberg, B. J., Carr, L., Phillips, G. M., & Odman, R. B. (2011). Doing competencies well: Best practices in competency modelling. *Personnel Psychology*, 64(1), 225–262.
- Chartered Institute of Personnel and Development. (2025). Health and wellbeing at work 2025. CIPD.
- Deloitte. (2024). 2024 Global Human Capital Trends. Deloitte Insights.
- Deloitte. (2026). 2026 Global Human Capital Trends. Deloitte Insights.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Federal Aviation Administration. (2024). Section 103 expert panel review of Boeing's safety management processes. FAA.
- Gallup. (2026). State of the Global Workplace 2026. Gallup.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1(1), 104–121.
- International Labour Organization. (2022). *WHO and ILO call for new measures to tackle mental health issues at work*. ILO.
- International Organization for Standardization. (2021). *ISO 45003:2021: Psychological health and safety at work — Guidelines for managing psychosocial risks*. ISO.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organisational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294.
- Kim, J., & Garman, E. T. (2004). Financial stress, pay satisfaction and workplace performance. *Compensation & Benefits Review*, 36(1), 69–76.

## References & Academic Base

- MacKenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Construct measurement and validation procedures in MIS and behavioural research: Integrating new and existing techniques. *MIS Quarterly*, 35(2), 293–334.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397–422.
- McKinsey & Company. (2024). Organizational health is still the key to long-term performance. McKinsey & Company.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire: Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91(6), 1321–1339.
- NHS England. (2023). NHS Long Term Workforce Plan. NHS England.
- Oludayo, O. A. (2025a). Reinventing workforce capability: A unified model for diagnosis, development, and transformation [Professional presentation]. Nathan Leadgate Limited.
- Oludayo, O. A. (2025b). Strategic recruitment [Professional training presentation]. Nathan Leadgate Limited.
- Oludayo, O. A. (2025c). Strategic HR management: Trends, employee lifecycle excellence, and accountability frameworks [Professional training presentation]. Nathan Leadgate Limited.
- Oludayo, O. A. (2025d). Leading high-performance teams [Professional training presentation]. Nathan Leadgate Limited.
- Oludayo, O. A. (2026a). Capability Interaction Grid survey [Unpublished diagnostic instrument]. Nathan Leadgate Limited.
- Oludayo, O. A. (2026b). Capability Interaction Grid individual report guide [Unpublished report guide]. Nathan Leadgate Limited.
- Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of Management Review*, 36(1), 127–150.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
- Toyota Motor Corporation. (n.d.). Toyota Production System. Toyota Motor Corporation.
- World Health Organization. (2024). Mental health at work. WHO.

## ABOUT THE AUTHOR

Dr. Olumuyiwa A. Oludayo, MCIPM, FITD, is Principal Consultant at Nathan Leadgate. He advises organisations on human resources management, leadership development, organisational effectiveness, performance management, capability development, value creation models and governance-facing people systems.

His work translates complex workforce and institutional issues into teachable, usable and decision-oriented tools for leaders, professionals, boards and organisations. His consulting orientation is evidence-led, diagnostic-driven and judgment-centred, with emphasis on decision quality, execution discipline, risk reduction, institutional credibility and sustainable performance.

He is committed to adding value to people and organisations.

## PROFESSIONAL FOCUS

Corporate Planning and Strategy

Human Resources

Leadership Consulting


Organisational Management


Personal and Professional Development

Value Creation Models

## CONTACT

@ [muyiwa@nathanleadgate.com](mailto:muyiwa@nathanleadgate.com)

 <https://www.muyiwaoludayo.com>

 <https://www.nathanleadgate.com>

Published by Nathan Leadgate

