

The Development of Managerial Competencies: A Collaborative Inquiry into the Practice of Sustainability

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This is a work about human and social management of organisations. It is a work focused on managers' reality, in which the interests of various stakeholders are taken into account, and not merely those of shareholders. The work reflects on organisational-level questions and possibilities for sustainability. The general objective was to investigate, using a co-operative methodology, the competency development of managers, by introducing the sustainability discussion in this organisation's environment. Paradoxes and ambiguities appeared to be significant for the development of competencies. These aspects, ignored in uncritical business programmes, were fundamental in broadening the vision of the managers involved.

Key words: sustainability, sustainable development, competencies, hospitality, co-operative inquiry

1. Introduction

Humanity is currently living in a time of existential concern over large-scale risks provoked by human action, which could affect everyone on the planet (Beck, 2007). Society fears floods, catastrophes linked to extreme temperature increase or decrease, great famines, social disturbances and mass migrations, with risks linked to global warming and climate change. Society is also