Download Competency Based Management In Organizational Context A

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describes a new model of performance management that matches employee talents to the work that must be done. By focusing on the critical competencies that distinguish star performers, HR professionals can transform the way they recruit, select, train, develop, and compensate top-performing employees.

Competency-Based Human Resource Management - David D. Dubois - 2004-12-01
Why a focus on jobs is not enough Force-fitting employees to job descriptions leads to unhappy people and substandard performance. For years, HR professionals have struggled with this dilemma. But it doesn't have to be that way. Competency-Based Human Resource Management describes a new model of performance management that matches employee talents to the work that must be done. By focusing on the critical competencies that distinguish star performers, HR professionals can transform the way they recruit, select, train, develop, and compensate top-performing employees.

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An analytics-based approach to competency modelling and assessment as the pivot for HRM Competency Based Human Resource Management presents a practice-oriented approach for building organizational competency at the workplace to achieve organizational goals. Useful for students and practitioners of HRM, this book adequately balances theory and illustrations to elucidate the application of analytics in competency modelling across varied industry domains and verticals. Along with methodology for developing reliable and valid psychometric tools for assessment, the book elaborately covers two most popular approaches—Assessment Centre and 360 Degree—in conjunction with relevant statistical tools. With more than three decades of industry and academic experience, the authors, through this textbook, aim to help readers gain conceptual as well as practical insight into competency
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Enhancing Education Through Open Degree Programs and Prior Learning Assessment - Stevenson, Carolyn N. - 2018-05-11
The rising cost of tuition, increasing competition, and mounting student loan debt has caused educational leaders to rethink degree programs and resources for learners. As such, open educational resources, prior learning assessment, open degree plans, and competency-based learning have gained popularity in the field of higher education. Enhancing Education Through Open Degree Programs and Prior Learning Assessment is a critical scholarly resource that examines teaching and learning materials that learners may freely use and reuse without charge. Featuring coverage on a broad range of topics such as open educational resources, prior learning assessment, and competency-based learning, this book is geared towards educations, professionals, school administrators, researchers, academicians, librarians, and students seeking current research on equity and access to higher education for all learners across the globe.

Competency-based Performance Improvement - David D. Dubois - 1993-01-01
This important new book presents a systematic approach to analyzing and improving performance in organizations. The most promising approaches to systematic strategic needs analysis, competency model development, curriculum design, learning intervention design and development, and program evaluation are explained. The author shows, step-by-step, how best to implement competency-based performance improvement programs. In addition, case studies of three organizations (private and governmental) detail the actual experiences and benefits that these organizations realized in their performance improvement efforts.

Competency-based Performance Improvement - David D. Dubois -
competency-based approaches have demonstrated their impact on business performance and organizational effectiveness in today’s marketplace. However, this has been discussed exclusively in chapters and books as separate propositions. It is essential to understand the two as linked together, building upon the other, merging individual and organizational perspectives of competencies development. Building Competencies for Organizational Success: Emerging Research and Opportunities presents a narrowly focused discussion of competency-based approaches and performance management and examines how these concepts align with business processes and procedures, management systems, and business objectives. It brings to light a new era of business performance management that complements the collaborative working of individuals and organizations to achieve business desires and addresses such topics as competent organization, knowledge management, and performance management systems. This book helps leaders, managers, executives, consultants, practitioners, academicians, researchers, and students with the understanding of how to utilize intellectual assets as well as how to develop a better future and outcomes for business and people management.

COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT - SRINIVAS R. KANDULA - 2013-01-11
Competency-based HRM is a methodology adopted by various organizations to assess the current capacity of their resources based on competencies, against the capacity needed to achieve the vision, mission and business goals of the organization. This book comprehensively dwells on all the aspects of competency-based Human Resource Management, and its relevance in various industry verticals. The book has been organized into five chapters—each focusing on the tools and techniques to judge core competencies. Beginning with the fundamental theories and definitions of competency, the book goes on explaining the mapping methods like Repertory Grid, DACUM, competency card sort activity and so on. The book further presents the analytical tools that help to build competency models which help in establishing reliability. Benchmarking competency models and assessment tools are also dealt with in detail. The concluding chapter elaborates competency applications to Human Resource Management in the functional areas of recruitment training and development. The book is
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Integration and Application of Business Graduate and Business Leader Competency-Models - Harper, Donta S. - 2020-09-25

Utilizing a skill and ability-based competency approach can be used to develop both individuals and organizations. Whether the skills are developed through on-the-job training or trained through educational programs, to be proficient is to gain mastery in the defined area. These standards of proficiency separate the talented from those that have talent and utilize this talent. Competency-models, systematic integration, and application of competency-models are a focus in today’s work environment to remain competitive and to attract quality talent. Therefore, focusing on the identification of management skillsets and the alignment of competency-models with organizational goals to achieve integration through the use of a system are essential to move from good to great management. Integration and Application of Business Graduate and Business Leader Competency-Models is a pivotal reference source that examines how educational competency-based programs and industry needs are being met, along with how best to meet and achieve desired strategic organizational outcomes through integration. By highlighting the organizational need for recruitment, development, and success through scalable approaches at all organizational levels, this book is ideally designed for business graduates, organizational leaders, managers, students, academicians, and researchers in the fields of leadership, social science, organizational development, and business management.
Management - Don Hellriegel - 2002
Management: A Competency-Based Approach presents a balanced presentation of practical theory, relevant applications, and innovation that has set this text apart for nearly three decades. Within this new edition, the authors continue to emphasize the six key managerial competencies that are critical for success: communication, planning and administration, strategic action, self-management, global awareness, and teamwork. An interactive self-assessment has been integrated into the text’s presentation to help learners understand and develop their own managerial potentials. This unique focus on managerial competencies combines with new theories and technology, fresh examples, and a new learning package to engage learners and contribute to their future success as members in any organization.

The Handbook of Competency Mapping - Seema Sanghi - 2007-11-13
The second edition of this bestselling book is designed to help human resource managers and professionals understand, develop, manage and map competencies within their organizations. Using a highly accessible framework and structure, this reader-friendly book tackles key issues that include: - Understanding and developing competencies - Integrating the competency framework within the HR system of an organization - Implementing and mapping competencies in an assessment centre - Reviewing the plethora of application-based experiences and existing models - Effectively managing the consequent changes in the organization. In this edition, the author has expanded several chapters to provide a greater understanding of business strategies, environmental imperatives and the changing role of HR as a strategic partner. The book includes more case studies, live examples and models offering invaluable insight to users in order to develop customized models of competency mapping for their organizations.

The Competent Manager - Richard E. Boyatzis - 1991-01-16
Offers an empirical, “total” system approach that determines which characteristics of managers enable them to be effective in various management jobs. Presents a large-scale, intensive study (2,000 managers holding 41 different jobs in 12 organizations) that provides a context for identifying the special characteristics, as well as assessing and developing managerial talent. Develops a logical, integrated model of managerial competence that explains the relationship of these characteristics to each other, to the functions of the management job, and to the key aspects of the internal organizational environment. Also introduces a model of individual competence.
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The Art and Science of Competency Models - Anntoinette D. Lucia - 1999-07-02
How Do You Ensure that Employees Are Doing the Right Things? Many of us ask, "What does it take to do a job well?" and stop there. But there's more to it than that. What skills and knowledge are necessary for effectiveness in a certain job? Does the employee have the appropriate skills and knowledge, or is some kind of training necessary? Are these job expectations aligned with the culture and strategy of the organization as a whole? These questions are essential to performance improvement efforts. And competency modeling is designed to help you find answers to questions such as these. A competency model is . . . a descriptive tool that identifies the skills, knowledge, personal characteristics, and behaviors needed to effectively perform a role in the organization and help the business meet its strategic objectives. From the authors of the best-selling book The Art and Science of 360° Feedback comes this guide to the design and implementation of competency models. "The authors have taken competency modeling out of the domain of academics and social scientists by creating a practical 'how-to' work that clearly and simply explains the steps in developing and using competency models. I recommAnd this book to anyone whose job includes the pinpointing and sharpening of relevant competencies, for themselves or for others." —Scott B. Parry, chairman, Training House "Lucia and Lepsinger have demystified competency models and put in the hands of the reader a blueprint for developing meaningful recruiting, performance measurement, and succession planning systems. They succeed with a straightforward, pragmatic style, using actual examples that make the book an easy read." —Frank Ashen, senior vice president, New York Stock Exchange Get the Results You Expect!

Competency models are a means of ensuring that your investment in your employees will yield the expected results. The popularity of competency modeling is steadily increasing: human resource professionals will use this cutting-edge guide to: Clarify job and work expectations Hire the best available people Maximize productivity Enhance a 360° feedback process Align behavior with organizational strategies and values Adapt to change

The Art and Science of Competency Models - Anntoinette D. Lucia - 1999-07-02
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core competencies required to accomplish desired goals. On the technical side, this book is a complete introduction to predicting costs, setting schedules, and assessing risks. On the people side, it sheds new light on how to mold different personality types into a team, how to motivate the team's members, and how to produce extraordinary results. The author details the essential parts of the program management approach, describing the best way to define, organize, and schedule the work to be done, identifying risks and controlling costs during the whole process. This fourth edition has been significantly revised, with every chapter updated. The volume considers the magnitude of recent social, political, and technological changes, and the impact is represented throughout this book. Included are insights from numerous students who bring to the forefront their current real-world practices from their individual businesses, industries, and disciplines.

Full of expert guidance on leadership and management, this unique book is geared specifically to the needs of social work administrators, educators and practitioners in both academic and agency settings. The contents are fully comprehensive and encompass both theoretical approaches to management and leadership plus a wide variety of practical strategies that can be directly applied to practice. Topics blend the art and science of leadership and management and incorporate all competencies and practice behaviors required by Network for Social Work Management (NSWM) and Council on Social Work Education (CSWE). These include understanding different leadership styles, practicing self-reflection and self-care, methods to motivate teams and mentor others, developing strategic plans, understanding financial management, marketing, fundraising, human resources, program evaluations, community collaboration, and much more. Additionally, the text illustrates the parallels/disparities between social work practice skills, knowledge, and ethics, and those of leadership and management. Instructor resources include PowerPoints for each chapter, lecture notes, and sample syllabi. Print version of the book includes free, searchable, digital access to entire contents. KEY FEATURES: Geared specifically to the needs of social work educators and practitioners in
Management and Leadership in Social Work - Dr. Todd W. Rofuth, DSW
- 2019-06-05
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The Competency Casebook - David D. Dubois - 1998-01-01
Competencies, and human competence itself, are rapidly receiving well-deserved recognition as an essential, required element of business success. Without worker competence and supportive organizational practices and strategies, the strategic outcomes desired by organizations can not be realized. Competencies are helping organizations successfully cope with constant and rapid change. This valuable book contains 12 detailed case studies which provide a snapshot of how a variety of practitioners conceptualized, created, and implemented competency-driven performance improvement opportunities in their organizations. A variety of mechanisms and approaches are represented by cases drawn from organizations from both the manufacturing and service sectors. The cases include projects from areas such as leadership development, human resource practices, technical and professional training and development, and organization development.

Human Resource Management in the Digital Economy: Creating different age cohorts, community groups, and other stakeholders Addresses the challenges of financial management and fundraising Exhibits specific problem-solving and decision-making strategies
Businesses worldwide are faced with major challenges related to the progressive (and many times unavoidable) incorporation of information technologies into their processes. Often, organizations don’t suitably react to the new requirements of these technologies, resulting in outdated policies, practices, and strategies. Human Resource Management in the Digital Economy: Creating Synergy between Competency Models and Information is a reference for both practitioners and academics that demonstrates how to implement e-management and competency models in companies. This book offers perspectives on the impact of integrated e-human resource policies and provides recommendations for addressing the shift from traditional human resource policies to new perspectives.

Human Resource Management in the Digital Economy: Creating Synergy between Competency Models and Information - de Juana-Espinosa, Susana - 2011-11-30

Competencies At Work will equip readers to understand, build, and implement competency models as a foundational and integrating element in talent management systems. Readers will understand how competency models have evolved to be the current best practice in defining criteria for all talent management applications such as selection interviews, promotion panels, assessment centers, job descriptions, and learning objectives. Specific guidance is provided in the steps needed to establish a sustainable model, with research results on universal competencies contained in most contemporary models. Also discussed are the challenges and issues in building and implementing models, such as the need for proof of efficiency and effectiveness, that is, reliable measures of competence and proof of validity. Competency models will be placed in the greater context of the complete talent management system needed to effectively recruit, select, orient, train, appraise, reward, motivate, and promote high-performing employees. The most popular competency applications of interviewing, assessment centers, survey-guided development, job modeling, and training criteria are specifically explored and explained. Finally, recent case studies bring competencies to life in real organizational settings. Questions for reflection will help readers review and summarize important content in each chapter.

Competencies at Work - Enrique Washington - 2015-04-06

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How can you promote the development of your team? How can you create a solution-based and innovation culture to lead organizations successfully? Are the competency-based models enough? Is it the same to use "talent" and "competency" within an organization? The continuous change in stakeholders’ needs and demands, market performance as well as the need to innovate and offer clear added value to clients (internal and external), have led HR Leaders, CEOs and Managers to face a new challenge: “discovering, attracting, holding and developing talent”. In a context of changes such as these, it becomes necessary to have a clear framework to distinguish both terms and approaches in order to work on a successful talent strategy and achieve better results.

Competency - Based and Talent - Based Management. Are they the same? - SUSANA F. CASLA - 2015-03-31

How can you promote the development of your team? How can you create a solution-based and innovation culture to lead organizations successfully? Are the competency-based models enough? Is it the same to use “talent” and “competency” within an organization? The continuous change in stakeholders’ needs and demands, market performance as well as the need to innovate and offer clear added value to clients (internal and external), have led HR Leaders, CEOs and Managers to face a new challenge: “discovering, attracting, holding and developing talent”. In a context of changes such as these, it becomes necessary to have a clear framework to distinguish both terms and approaches in order to work on a successful talent strategy and achieve better results.

Development of a Competency-based Management Model for a Value-added Computer Services Organization - Ronald G. Scott - 1986

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Competency-Based Management a Complete Guide - Gerardus Blokdyk - 2018-04-05

Are there Competency-based management problems defined? What does
Are there Competency-based management problems defined? What does Competency-based management success mean to the stakeholders? Ask yourself: are the records needed as inputs to the Competency-based management process available? What will be the consequences to the business (financial, reputation etc) if Competency-based management does not go ahead or fails to deliver the objectives? Is the scope of Competency-based management defined? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role in EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc - they are the people who rule the future. They are the person who asks the right questions to make Competency-based management investments work better. This Competency-based management All-Inclusive Self-Assessment enables you to be that person. All the tools you need to an in-depth Competency-based management Self-Assessment. Featuring 718 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Competency-based management improvements can be made. In using the questions you will be better able to: - diagnose Competency-based management projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Competency-based management and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Competency-based management Scorecard, you will develop a clear picture of which Competency-based management areas need attention. Your purchase includes access details to the Competency-based management dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. Your exclusive instant access details can be found in your book.
Creating a Culture of Competence - Michael Zwell - 2000-05-22

Competence-and its role in achieving peak performance-remains one of the hot issues in business today. Yet it's not enough for individual leaders, managers, and employees to demonstrate personal competencies. Rather, an entire organization must be unified to create a culture of competence. This culture can then be passed along to succeeding generations of employees who will continue to contribute to, and strengthen, a company's future. In Creating a Culture of Competence, Michael Zwell provides a bold, prescriptive approach to achieving organizational success through improved individual and group job performance and satisfaction. He clearly defines those core qualities that lead to peak performance, then illustrates, step-by-step, how companies can identify and develop individual leadership, managerial, and employee competencies for maximum personal and organizational benefit. Based on years of personal experience and research, Creating a Culture of Competence expertly combines behavioral theory with solid business practice to create positive organizational change. You'll discover how to: * Use vision and competencies for cultural transformation * Create competency models * Implement competencies in selection and performance management You'll learn what really makes an organization successful . . . understand how HR's role is becoming central to building a high-performance organization . . . find out what technologies are being used to change corporate culture . . . then combine these elements to create a highly effective, competency-based organizational strategy. Creating a Culture of Competence offers a blueprint for hiring, developing, and retaining a superior workforce. By encouraging individuals to realize their potential, then motivating them to work in concert, you can lead your organization to reach its objectives . . . and get superior business results.

The Handbook of Competency Mapping - Seema Sanghi - 2016-08-22

This thoroughly revised third edition helps human resource managers and professionals understand, develop, manage and map competencies within their organizations. It presents the complete know-how of developing competency framework in detail. In this edition, several chapters have been expanded to provide a greater understanding of business strategies, environmental imperatives and the changing role of HR as a strategic partner. Developed over years of research and consultancy experience, three new chapters on ‘Competency-based Interviewing’, ‘Writing
in the fields of leadership, social science, organizational development, and been added.

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Integration and Application of Business Graduate and Business Leader Competency-Models - Harper, Donta S. - 2020-09-25
Utilizing a skill and ability-based competency approach can be used to develop both individuals and organizations. Whether the skills are developed through on-the-job training or trained through educational programs, to be proficient is to gain mastery in the defined area. These standards of proficiency separate the talented from those that have talent and utilize this talent. Competency-models, systematic integration, and application of competency-models are a focus in today’s work environment to remain competitive and to attract quality talent. Therefore, focusing on the identification of management skillsets and the alignment of competency-models with organizational goals to achieve integration through the use of a system are essential to move from good to great management. Integration and Application of Business Graduate and Business Leader Competency-Models is a pivotal reference source that examines how educational competency-based programs and industry needs are being met, along with how best to meet and achieve desired strategic organizational outcomes through integration. By highlighting the organizational need for recruitment, development, and success through scalable approaches at all organizational levels, this book is ideally designed for business graduates, organizational leaders, managers, students, academicians, and researchers in the fields of leadership, social science, organizational development, and business management.

Competency-based Management - John W. Slocum - 2008
Presented in a textbook format, this book covers the key topics in management, which helps you develop your full potential in the business world.
Effective Competency Modeling & Reporting - Ken Cooper - 2000
This book/CD-ROM package supplies detailed guidelines, worksheets, forms, and checklists for constructing a complete competency modeling, assessment, and reporting process. Shows how to establish job standards, develop a measurement instrument, report competency results, and use competency assessments to coach employees toward better performance. Includes chapter learning points. The CD-ROM contains reference files that can be copied and adapted for modeling and reporting, plus a program created by the authors. Cooper is a nationally recognized expert on competency modeling, assessment, and reporting. Plastic comb binding.
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Performance Management Systems and Strategies: - Bhattacharyya - 2011
Performance Management Systems and Strategies aims to provide extensive theoretical knowledge with practical overtones for students, and application-based knowledge for professionals to successfully implement performance management systems and stra

Competency-Based Performance Reviews - Robin Kessler - 2009-04-02
Competency-Based Performance Reviews offers you a new and more effective way to handle performance reviews and to coach your employees to emphasize the knowledge, skills, and abilities that they have and the organization needs. Most sophisticated U.S. and international employers are using competency-based systems to select and interview their employees, as well as evaluate the performance of those employees. Fortune 500 corporations such as American Express, Anheuser-Busch, Coca-Cola, Disney, Federal Express, IBM, Johnson & Johnson, and Pfizer are all looking for specific competencies. Competency-Based Performance Reviews includes sample phrases to use on reviews, as well as sample accomplishment statements to help employees write and improve their own.
also offers activities HR managers can use to develop their own for specific competencies. Competency-Based Performance Reviews includes sample phrases to use on reviews, as well as sample accomplishment statements to help employees write and improve their own.

A Manager's Guide to Developing Competencies in HR Staff - Phyllis G. Hartman - 2017
Workplace leaders are challenged with not just having people who can do the job today, but who are prepared to step up when things change tomorrow. For HR talent strategy, workforce planning, organizational design, and employee development to be successful, HR executives and managers need to understand and use SHRM competencies effectively. The Guide provides an easy-to-use roadmap for HR managers and small business executives to develop employee proficiency in the core HR competencies. Loaded with tips, techniques, assessments tools, and real-life stories of management successes, it takes the mystery out of HR staff development by showing the value of the SHRM competencies in business and then clearly establishing the links between various competencies and HR functions. It also offers activities HR managers can use to develop their own competencies and features Proficiency Indicators for different levels of HR staff and charts and forms to help make the process of developing HR staff a little easier.

Managing - Don Hellriegel - 2008
Maximize your management potential with the unique competency-based approach found only in Hellriegel/Jackson/Slocum's MANAGING: A COMPETENCY-BASED APPROACH, 11e. This unique text blends theory, applications and innovation to prepare you with the skills most critical for management success today. The text's solid presentation of today's management principles and proven, interactive learning features throughout the book focus on six managerial competencies--self-management, strategic action, planning and administration, global awareness, and teamwork. The authors developed these competencies based on input from hundreds of successful managers in business of all types and sizes to help you streamline your personal managerial development. Fresh examples from well-known organizations, the latest cases, new Ethical Challenges, and experiential exercises demonstrate how these competencies are used by real managers to address the challenges of managing and leading their organizations. Integrated Self-Assessments help you analyze and further develop your own management potential for career success as you compare your skills to other students and professionals around the world. Videos showing management in action within recent Hollywood films and an innovative new ThomsonNOW online learning system to assist you with homework and review all further ensure you develop the strong managerial competencies to lead with confidence.
Business Management and Society, and the AHFE 2018 International Conference on Human Factors in Management and Leadership, held on July 21–25, 2018, in Orlando, Florida, USA, the book provides both researchers and professionals with new tools and inspiring ideas for achieving excellence in various business activities. Chapter “Convolutional Gravitational Models for Economic Exchanges: Mathematical Extensions for Dynamic Processes and Knowledge Flows” is available open access under a Creative Commons Attribution 4.0 International License via link.springer.com.

Advances in Human Factors, Business Management and Society - Jussi Ilari Kantola - 2018-06-26
This book presents practical approaches for facilitating the achievement of excellence in the management and leadership of organizational resources. It shows how the principles of creating shared value can be applied to ensure faster learning, training, business development, and social renewal. In particular, it presents novel methods and tools for tackling the complexity of management and learning in both business organizations and society. Discussing ontologies, intelligent management systems, methods for creating knowledge and value added, it offers novel insights into time management and operations optimization, as well as advanced methods for evaluating customers’ satisfaction and conscious experience. Based on two conferences, the AHFE 2018 International Conference on Human Factors, Business Management and Society, and the AHFE 2018 International Conference on Human Factors in Management and Leadership, held on July 21–25, 2018, in Orlando, Florida, USA, the book provides both researchers and professionals with new tools and inspiring ideas for achieving excellence in various business activities. Chapter “Convolutional Gravitational Models for Economic Exchanges: Mathematical Extensions for Dynamic Processes and Knowledge Flows” is available open access under a Creative Commons Attribution 4.0 International License via link.springer.com.

Managing Competences - Benoit Grasser - 2021-04-21
Managing Competences: Research, Practice, and Contemporary Issues draws together theoretical and practical research in competence.
competency-based-management-in-organizational-context-a

management has more recently entered an era more open to doubt and questioning: Is there a solid theoretical foundation that supports the concept of competence? What is the contribution of research on employees’ competences to human resources management in particular, and more generally to management? Is there not a risk of diluting the concept of competence by considering it at the individual, collective, organizational, and strategic levels? Today, is it still possible to manage competences in a world where the boundaries of the organizations are more and more porous? These questions, and many others, probably explain why a field that seemed well-identified and well-structured yesterday, has given way today to new, highly diverse analyses of competences by researchers and practitioners. This contributed volume seeks to answer these pressing issues and is a collective means for responding to them. The book brings together multiple streams of research in the field about emerging and contemporary issues, including multidimensional HRM systems, the rise of forms of collaborative management, the intensification of the use of digital and robotic technologies, the rise of the regime of remote and networked operations, the increasing heterogeneity of the status of workers, and changes in regulations concerning work and its recognition.

People Capability Maturity Model - Raghav S. Nandyal - 2003
The People Capability Maturity Model (People CMM) is a framework that successfully addresses core issues in workforce management and competency development. When applied together with the CMM Integration (CMMI) or the Capability Maturity Model for Software (SW-CMM), it lays an excellent foundation for managing and developing the organizational workforce. This book is especially valuable for organization transitioning from version 1 to version 2 of the People CMM. It compares the process areas and goals between the two versions and provides insight into what changed and why. People CMM is based on the best current practices in the fields of human resources and organization development.

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**Management of Organizational Change** - K Harigopal - 2006-04-14
Organizational Change is a complex yet essential process for growth and development in business. The second edition of this insightful book examines the nature of this critical process in the light of the rapid changes in the business environment and intense global competition. The author revisits fundamental concepts, as well as presents new ideas, activities, and processes associated with how to plan, implement and manage effective transformational change. The book highlights: - The nature and process of transformational change and the paradigms basic to the change process - The basic concepts and strategic leverages of change - The need for and ways of aligning current tasks, systems, processes, and culture with organizational goals - The support systems required for change and the need to develop and maintain these systems - Ways of tuning organizations for change - Managing change through people by optimizing individual and group efforts Supported by numerous case studies and written in a lucid and reader-friendly style, this book will be a definitive guide for students, scholars, and practitioners.

**Competency Based HRM** - Ganesh Shermon - 2004
This book provides an exhaustive guidance to the leaders in the organization-including the CEO, HR managers, senior members of the sales, production, and service team to create an excellent organization. It elaborates the processes through specified time lines as to what s to be done. As we move from direct transfer to a specific skill or knowledge to a more complex set of processes, content, behaviors or procedures, learners require greater guidance in determining what training is appropriate for them at any given time. Navigating this more complex learning environment requires a solid competency model that clearly describes the important areas of performance for a job role, provides a basis for assessing current performance levels, and ties neatly to HR processes, training and learning opportunities.
This book is about the progressive improvement of case management beyond that which it exists to that of a practice specialty focused on professionalism and collegiality across all practice settings. Our desire to produce a framework for such practice began when we connected several years ago. It was a result of a dialogue; the sharing of our stories and experiences. Separately, we were already passionate about and committed to case management excellence. Together, our vision coalesced to form this competency-based framework for advancing case management captured by an acronym which defined the essence of professional practice---COLLABORATE. We spent hours discussing the implications of a perceived epidemic involving less than productive interactions between individuals working under the title of case manager with consumers, providers, and clinical colleagues. These accumulated experiences heightened our commitment to lead much-needed change. Our conversation endured over many months as we realized a shared: Respect for case management’s rich heritage in healthcare, across professional disciplines and practice settings; Concern for those factors which devalue case management’s professional standing; Agreement that while the practice of case management transcends many representative professional disciplines and educational levels, each stakeholder continues to cling to their respective stake in the ground; and Belief of the importance for case management to move from advanced practice to profession once and for all. COLLABORATE was borne from a vision; the mandate to solidify a foundation for case management practice which combines unique action-oriented competencies, transcends professional disciplines, crosses over practice settings, and recognizes educational levels. The ultimate focus is on improving the client’s health care experience through the promotion of effective transdisciplinary collaboration. COLLABORATE recognizes the hierarchy of competencies and practice behaviors defined by the educational levels of all professionals engaged; associate, bachelors, masters and doctoral degrees across practice disciplines. Through this approach, every qualified health and human service professional has a valued place setting at case management’s ever-expanding table. Each of the competencies are complementary and call on the practitioner to conduct work processes in a wholly integrated manner. While appearing in order for the acronym’s sake, they are not necessarily sequential. Ultimately, case management is an iterative process. When united in a comprehensive and strategic effort, the COLLABORATE competencies comprise a purpose-driven, powerful case management paradigm. The agility of this model extends to use of key concepts that include both action-oriented verbs and nouns, which are significant elements in any professional case management endeavor. To date, case management practice models have been driven by care setting and/or business priorities. Unfortunately, this exclusivity has contributed to a lack of practice consistency due to shifting organizational and regulatory priorities. However, this is only one reason for a fragmented case management identity. COLLABORATE recognizes and leverages these important influencers as critical to successful practice and quality client outcomes. Interprofessional education and teamwork are beginning to emerge as the means to facilitate relationship-building in the workplace. Through this approach, health care practitioners absorb the theoretical underpinning of intentionally work together in a mutually respectful manner which acknowledges the value of expertise of each care team stakeholder. This educational approach provides the opportunity to engage in clinical practice that incorporates the professional standards to which we hold ourselves accountable Innovative and emerging care coordination models, defined by evidence-based initiatives, appear across the industry. Each promotes attention to interprofessional practice in order to achieve quality patient-centered care. Herein lies an opportunity to demonstrate the value drawn from diverse expertise of case managers comprising the collective workforce. However a critical prefacing stage of this endeavor involves defining a core practice paradigm highlighting case management as a profession. The diverse and complex nature of population health mandates that case management intervene from an interprofessional and collaborative stance. While inherent value is derived from the variety of disciplines, this advanced model unifies case management’s unique identity. Now is the time to define and adopt a competence-based model for professional case management. COLLABORATE provides this framework. This text is presented in four sections: Section 1: Historical validation of why this
heritage in healthcare, across professional disciplines and practice settings; profession; Section 2: Presentation of the COLLABORATE paradigm, with a chapter to devoted to each distinct competency and the key elements; Section 3: Practical application of the book’s content for use by the individual case manager and at the organizational level; and The Epilogue: Summarizes the COLLABORATE approach in a forward-looking context. For the reader with limited time, reviewing Section 2 provides the substantive meat associated with each of the competencies. Our ultimate desire is that the COLLABORATE approach provides an impetus for all stakeholders (e.g., practitioners, educational institutions, professional organizations) to take the necessary steps toward unified practice in order to facilitate the transition of case management considered as a task-driven job to its recognition as being a purpose-driven profession. The book provides a historical validation of why this new practice paradigm is critical for case management to advance as a profession; presents the COLLABORATE paradigm, with a chapter to devoted to each distinct competency and the key elements; and covers the practical application of the book’s content by individual case managers, and at the organizational level.

COLLABORATE(R) for Professional Case Management - Teresa Treiger
- 2015-04-15
This book is about the progressive improvement of case management beyond that which it exists to that of a practice specialty focused on professionalism and collegiality across all practice settings. Our desire to produce a framework for such practice began when we connected several years ago. It was a result of a dialogue; the sharing of our stories and experiences. Separately, we were already passionate about and committed to case management excellence. Together, our vision coalesced to form this competency-based framework for advancing case management captured by an acronym which defined the essence of professional practice—COLLABORATE. We spent hours discussing the implications of a perceived epidemic involving less than productive interactions between individuals working under the title of case manager with consumers, providers, and clinical colleagues. These accumulated experiences heightened our commitment to lead much-needed change. Our conversation endured over many months as we realized a shared: Respect for case management’s rich history in healthcare, across professional disciplines and practice settings; profession; and the need to provide a framework that goes beyond the current fragmented practice. Our ultimate desire is that the COLLABORATE approach provides an impetus for all stakeholders (e.g., practitioners, educational institutions, professional organizations) to take the necessary steps toward unified practice in order to facilitate the transition of case management considered as a task-driven job to its recognition as being a purpose-driven profession. The book provides a historical validation of why this new practice paradigm is critical for case management to advance as a profession; presents the COLLABORATE paradigm, with a chapter to devoted to each distinct competency and the key elements; and covers the practical application of the book’s content by individual case managers, and at the organizational level.
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Competency-Based Interviews, Revised Edition - Robin Kessler - 2012-06-22
People interviewing for jobs today often fail because they are using yesterday’s strategies. Technology is becoming more sophisticated and virtual assessment centers are being used to assess how strong candidates are in key competency areas. Global competencies are being used to help organizations choose people for international assignments or simply to work on diverse international teams. The best employers are constantly changing the way interviews are done. This newly revised edition of Competency-Based Interviews offers you a new and more effective way to handle the tough new interviews so that you will emphasize the knowledge, skills, and abilities that you have and that employers demand. Preparing for a competency-based interview will give you the strategy you need to: Be selected for the most competitive positions Win the best job at a new organization Get a great first job or internship Be chosen for that critical promotion in your current organization Take control of your career path Increase your salary Secure more interesting assignments and more interesting work
interesting work

**Strategic HRM and Performance** - Alex Vanderstraeten - 2018-09-15
This advanced level core textbook examines the role that HRM and HR managers play in developing processes and practices for high-performance organisations. It is built around a unique conceptual framework that provides a clear and coherent structure for the book. Underpinned by recent research in the field and the author's academic expertise, the book provides an historical overview of the development of strategic HRM as a field of study before bringing the discussion up to date by examining contemporary topics such as sustainable HRM, e-HRM and high-performance work systems. The book extends the focus beyond the firm to include discussions about the role of multiple stakeholders, such as trade unions and governments, to encourage a deeper understanding of the role of national, institutional and cultural issues, as well as other external influences. This is an essential text for postgraduate and MBA students studying modules on Strategic HRM, Advanced HRM, or HRM and Performance Management. It is also an ideal companion for final-year undergraduate modules on specialist HRM degree programmes.