1.	Record Nr.	UNINA9910788018303321
	Autore	Griffiths Bruce <1938->
	Titolo	Competencies at work : providing a common language for talent management / / Bruce Griffiths, Enrique Washington
	Pubbl/distr/stampa	New York, NY : , : Business Expert Press, , 2015
	Edizione	[First edition.]
	Descrizione fisica	1 online resource (114 p.)
	Collana	Human Resource Management and Organizational Behavior Collection
	Disciplina	658.3125
	Soggetti	Employees - Rating of
		Personnel management
		Competency-based education
	Lingua di pubblicazione	Inglese
	Formato	Materiale a stampa
	Livello bibliografico	Monografia
	Note generali	Description based upon print version of record.
	Nota di bibliografia	Includes bibliographical references (pages 83-88) and index.
	Nota di contenuto	1. The underlying principles of competency modeling -- 2. A single competency examined -- 3. Competencies in the context of organizational systems -- 4. Universal competencies: the big six (plus one) -- 5. Case studies and examples -- Notes -- References -- Index.
	Sommario/riassunto	Equips 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.