



Competencies at Work: Providing a Common Language for Talent Management

Enrique Washington, Bruce Griffiths

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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 he 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.



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