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The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations

Anntoinette D. Lucia, Richard Lepsinger

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The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations
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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 proYou'll 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

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