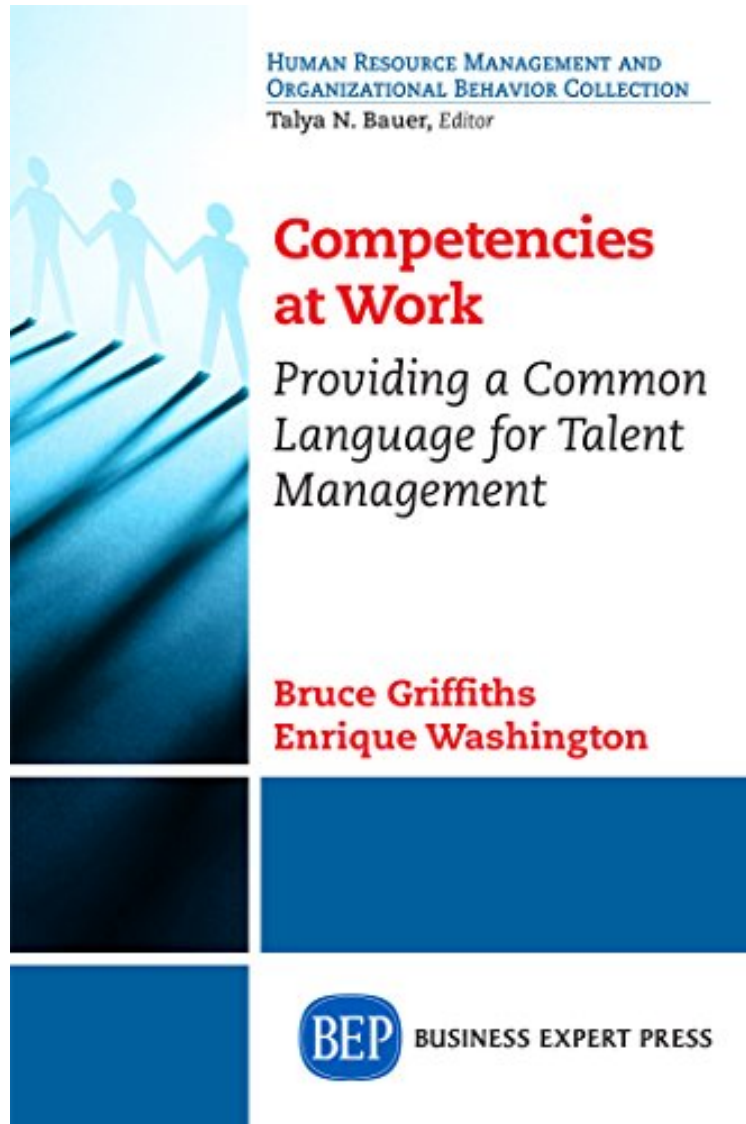


# Competencies at Work: Providing a Common Language for Talent Management

*Enrique Washington, Bruce Griffiths*  
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**Enrique Washington, Bruce Griffiths : Competencies at Work: Providing a Common Language for Talent Management** before purchasing it in order to gage whether or not it would be worth my time, and all praised Competencies at Work: Providing a Common Language for Talent Management:

0 of 0 people found the following review helpful. GoodBy CustomerThis book is writing in the easy way to understanding about competency. I love it and will recommend to others.0 of 0 people found the following review helpful. Five StarsBy CustomerThis book is very useful in the business world.1 of 1 people found the following

review helpful. Practical and Full of Helpful Recommendations to Take Your Company Forward By Scott T. Allan Since one of our executives had success with using competency frameworks at a previous employer, we've applied them in our hiring process two years ago. For interviews, it helped push out the bias of hiring based upon how "likable" a candidate was and focused instead on screening candidates based upon the competencies required by the job. What *Competencies at Work* provides is a straightforward guide to applying competencies across an organization. Enrique has a solid reputation and his years of experience with competencies and organizations comes through in the book. The recommendations and techniques in the book are based upon real world experience. The fact that the work is also grounded in organization behavior theory is a plus. There is just the right amount of content to understand the topic and apply this in several areas. For example, we will be incorporating the book in our annual review process later this year.

*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.