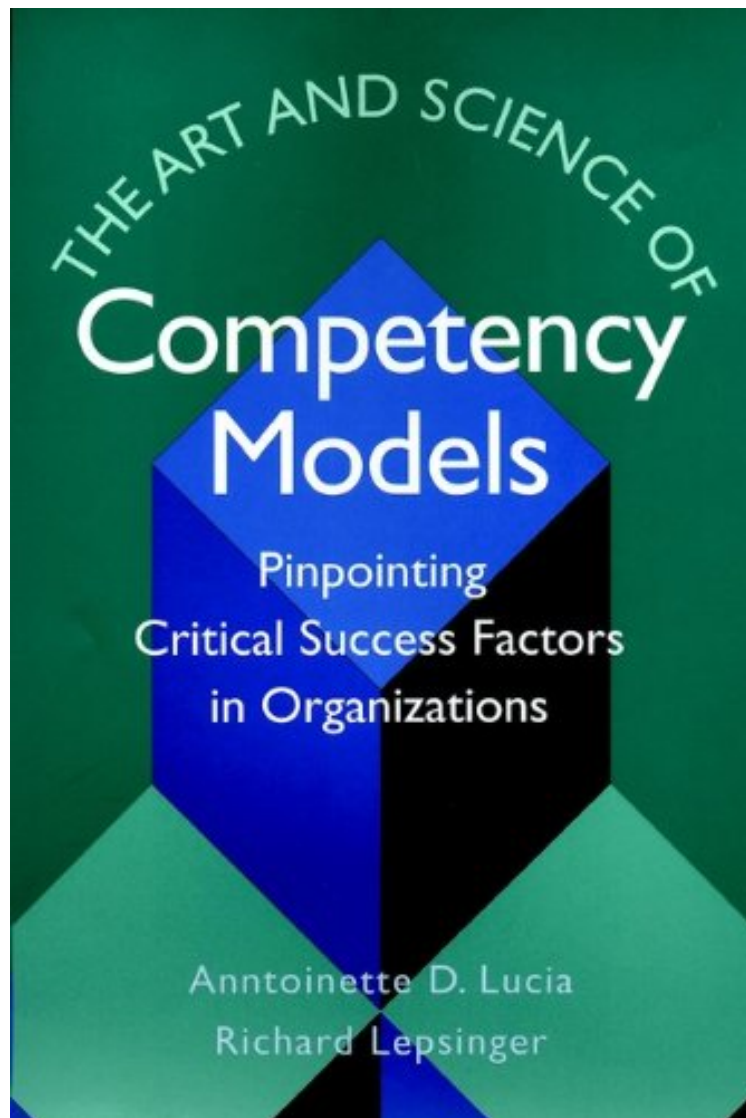


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## The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations

*Anntoinette D. Lucia, Richard Lepsinger*  
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development. The authors draw from their large experience to highlight in simple and practical way how to deal with the methodology, providing plenty of useful tips and samples, step by step along the process. The book covers pretty well the process, whereas doesn't dig deep enough in how to detect and describe the underlying competencies. 15 of 15 people found the following review helpful. Very readable overview  
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This is a perfect choice for the novice reader who is trying to get a basic understanding of the whys and wherefores of competency models. It's very readable book and not nearly as dry as I might have expected. In particular, the authors' copious use of real-world examples, cases and models is extremely helpful. I even got some great ideas for project management that I'll be able to apply broadly in my work, regardless of whether or not my organization undertakes a competency modeling project. My only criticism is that the book focuses exclusively on CMs in a HRM context; there is no real discussion of industry-scale models, which was my main reason for reading the book. Nevertheless, a very good resource for a beginner.  
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By Roberto  
Too much theory, but its not practical at all

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 360deg; 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 recommend 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 360deg; feedback process Align behavior with organizational strategies and values Adapt to change

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About the Author  
ANN TOINETTE D. LUCIA and RICHARD LEPSINGER are managing partners of Manus, a Right Management Consultants company that specializes in helping organizations implement business strategies. Their consulting work has included facilitating organizational change; team building for senior management teams; linking human resource plans to strategic plans; ensuring the integration of teams following mergers; designing, conducting, and evaluating executive and management development programs; developing competency models; and using feedback systems to help individual executives improve their effectiveness. They have worked with managers and management teams at Coca-Cola, Allied Signal, Northwestern Mutual Life, Chase Manhattan Bank, KPMG Peat Marwick, MCI, the New York Stock Exchange, Prudential, PaineWebber, Subaru of America, Bayer Pharmaceuticals, Pfizer, and Union Carbide, among others. Lucia and Lepsinger are co-authors of the best-selling book *The Art and Science of 360deg; Feedback*, published by Jossey-Bass/Pfeiffer.