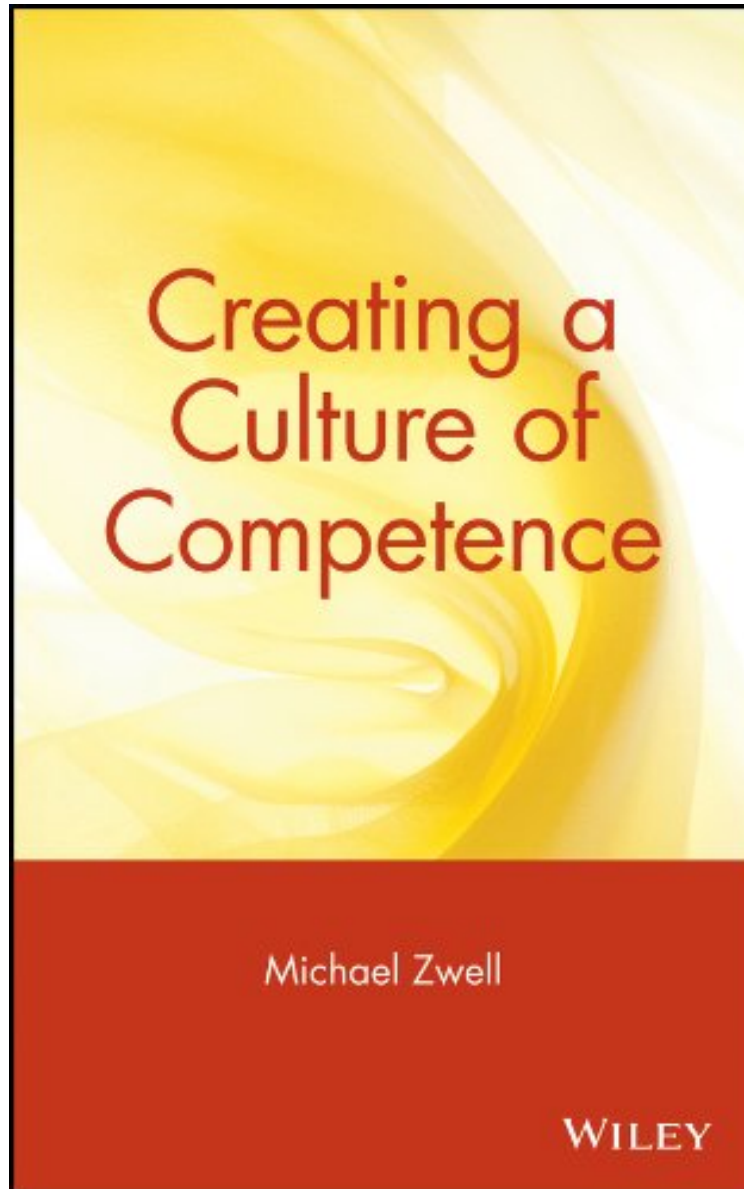


(Free download) Creating a Culture of Competence

Creating a Culture of Competence

Michael Zwell

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Michael Zwell : Creating a Culture of Competence before purchasing it in order to gage whether or not it would be worth my time, and all praised Creating a Culture of Competence:

11 of 12 people found the following review helpful. Promise partially deliveredBy Yoichi TamuraThe book contains numerous bits and pieces of advice, insights, and analyses on how to handle personal competencies, a personfs traits and characteristics that help the individual become successful at performing their jobs. It is particularly useful with the tools and guidelines derived from the authorfs experience in the field of human resource management, i.e.

headhunting. It fails to provide any integrated view of how these ideas can be leveraged to create an organizational competence. For example, there is a very brief discussion of whether competency assessment should be linked to compensation, with a general list of pros and cons, and the answer is, it depends on the organization. To adequately deal with this issue, we need at least a minimum understanding of the value of a culture of competence against those of alternative corporate cultures that place less emphasis on personal competencies than on other factors such as management control, cooperation, and competition. I recommend the book for those seeking a practical understanding of personal competency management, but not for those seeking to create a culture of competence. The book only partially delivers on its stated promise, but remains useful for the hands-on guidance it contains. 9 of 12 people found the following review helpful. Building your Culture Competency By Fahad Al Eman In most organizations, changing your culture to a new culture that support your change is the most difficult that face organization. Adopting competencies or mismatch the real organization needs may lead to change failure. This book will provide you the tool how to create your needed competences to your culture change. It provides a very clear guidelines that will assist consultants and management as well to identify their direction. So are you in the right direction to create the targeted culture or not? One of the few new books that addresses these issues. I highly recommend this book for organizations who are in the process of a change or going to one. additionally if you are reviewing your organization change and culture, this would be one of the book that is helpful to you. 5 of 8 people found the following review helpful. Powerful Lever By Dr. Bob Wright Michael Zwell has succeeded at presenting a practical, useful tool for corporate transformation for all who choose to put in the effort of following his simple steps. I was impressed by the systematic methodology presented and the visionary implications of the book. It provides guidelines for all interested in getting the most out of their employees from H.R. professionals to Chairmen of the Board.

Competence-and its role in achieving peak performance-remains one of the hot issues in business today. Yet it's not enough for individual leaders, managers, and employees to demonstrate personal competencies. Rather, an entire organization must be unified to create a culture of competence. This culture can then be passed along to succeeding generations of employees who will continue to contribute to, and strengthen, a company's future. In *Creating a Culture of Competence*, Michael Zwell provides a bold, prescriptive approach to achieving organizational success through improved individual and group job performance and satisfaction. He clearly defines those core qualities that lead to peak performance, then illustrates, step-by-step, how companies can identify and develop individual leadership, managerial, and employee competencies for maximum personal and organizational benefit. Based on years of personal experience and research, *Creating a Culture of Competence* expertly combines behavioral theory with solid business practice to create positive organizational change. You'll discover how to:

- * Use vision and competencies for cultural transformation
- * Create competency models
- * Implement competencies in selection and performance management

You'll learn what really makes an organization successful . . . understand how HR's role is becoming central to building a high-performance organization . . . find out what technologies are being used to change corporate culture . . . then combine these elements to create a highly effective, competency-based organizational strategy. *Creating a Culture of Competence* offers a blueprint for hiring, developing, and retaining a superior workforce. By encouraging individuals to realize their potential, then motivating them to work in concert, you can lead your organization to reach its objectives . . . and get superior business results.

From the Inside Flap Why do managers hire the wrong people so often? Why are so many smart people such mediocre performers? Is there anything that really predicts performance? If you've ever wondered how to improve your company's overall level of competence, you're hardly alone. Few business leaders know what it takes to create a peak-performing organization-an organization whose foundation is a culture of competence. In a culture of competence, people work at full capacity . . . managers and employees fix problems instead of complaining about them . . . and managers select and hire people who are strongest in the behaviors, traits, and qualities that determine successful performance. Sounds ideal-but can these results really be reached? Absolutely, says Michael Zwell, author of the transformational *Creating a Culture of Competence*. The key is to first develop individual, then organizational behavioral competencies. Behavioral competencies-the traits and characteristics that differentiate superior from average performers-have been shown to be significantly more predictive of performance than aptitude, skills, or experience. Yet most organizations still rely on traditional interviews and annual reviews, rather than learning to assess, evaluate, and develop high-performance behaviors. Based on years of personal experience and research, *Creating a Culture of Competence* deftly blends behavioral theory with solid business practice to create progressive organizational change. This invaluable guide is divided into two central sections: The first part explores the relationship between culture, competency, and leadership, and how they interact to determine organizational success. The second part offers a step-by-step, practical approach to creating a culture of competence.

- * *Creating a Culture of Competence* answers these and many more crucial questions:
- * What are the three cornerstones of a successful organization?
- * How can competencies be used to analyze and change a culture?
- * What are competency-based job descriptions and how can they help change corporate culture?
- * How is HR becoming instrumental in building a high-

performance organization and how can the department be deployed most effectively? You'll learn how to harness vision and corporate philosophy to develop both individual competencies and a culture of competence . . . how to implement competency-based selection in the hiring and retention processes . . . and how to best utilize technology to change corporate culture. From evaluating current employees to assessing the competencies of future workers, Creating a Culture of Competence can help any organization develop a motivated workforce geared toward achieving the most challenging business goals. From the Back Cover Competence?and its role in achieving peak performance?remains one of the hot issues in business today. Yet it's not enough for individual leaders, managers, and employees to demonstrate personal competencies. Rather, an entire organization must be unified to create a culture of competence. This culture can then be passed along to succeeding generations of employees who will continue to contribute to, and strengthen, a company's future. In Creating a Culture of Competence, Michael Zwell provides a bold, prescriptive approach to achieving organizational success through improved individual and group job performance and satisfaction. He clearly defines those core qualities that lead to peak performance, then illustrates, step-by-step, how companies can identify and develop individual leadership, managerial, and employee competencies for maximum personal and organizational benefit. Based on years of personal experience and research, Creating a Culture of Competence expertly combines behavioral theory with solid business practice to create positive organizational change. You'll discover how to: Use vision and competencies for cultural transformation Create competency models Implement competencies in selection and performance management You'll learn what really makes an organization successful . . . understand how HR's role is becoming central to building a high-performance organization . . . find out what technologies are being used to change corporate culture . . . then combine these elements to create a highly effective, competency-based organizational strategy. Creating a Culture of Competence offers a blueprint for hiring, developing, and retaining a superior workforce. By encouraging individuals to realize their potential, then motivating them to work in concert, you can lead your organization to reach its objectives . . . and get superior business results. About the Author MICHAEL ZWELL, PhD, is CEO of Metamorphics and developer of CompetencySuite, a suite of integrated, competency-based HR applications on the Internet. He is also Chairman of Zwell International, the executive search firm he founded in 1982. In 1997 and 1998, the MacArthur and Annenberg Foundations, as part of the largest and most visible school reform movement in the country, funded Zwell International and Metamorphics to develop competency-based selection and performance management processes for principals in the Chicago Public School System. Dr. Zwell is a contributor to such diverse journals as Directors and Boards, U.S. Banker, and Sales and Marketing Management.