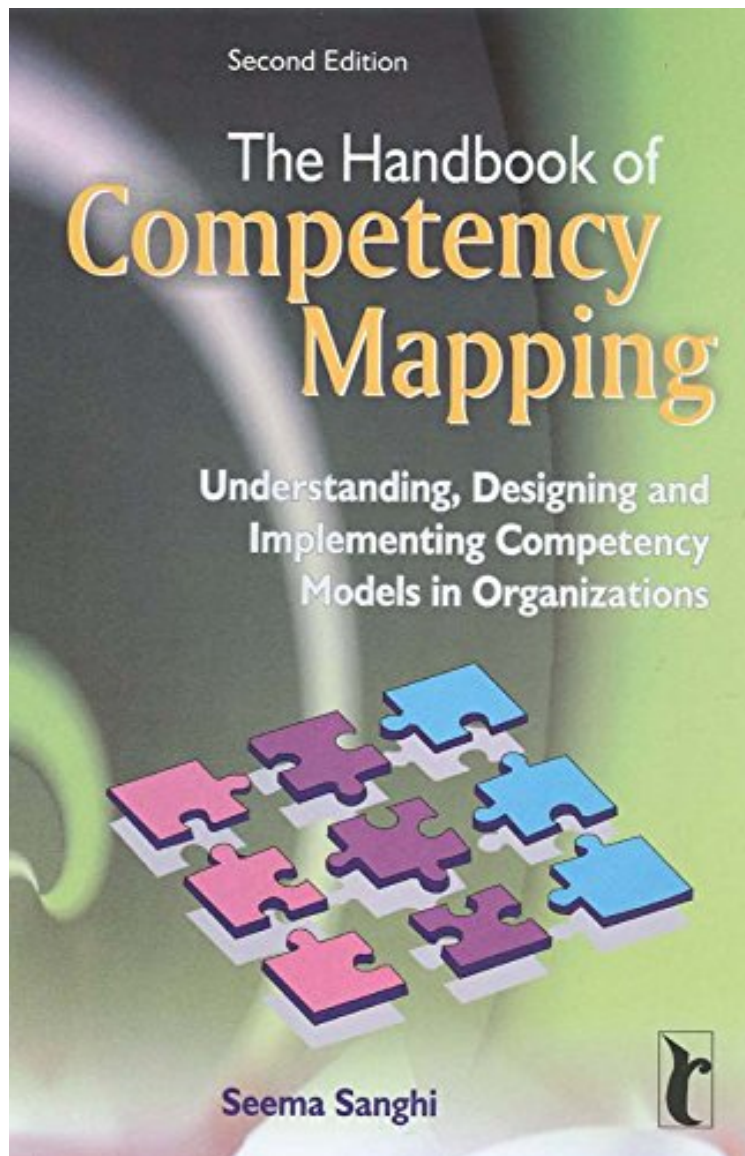


[Mobile ebook] The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations

The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations

Seema Sanghi

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Seema Sanghi : The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations before purchasing it in order to gage whether or not it would be worth my time, and all praised The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations:

5 of 5 people found the following review helpful. Excellent general introduction to the topic
By Native Texan
I've been working in the field of core competencies for about 20 years and the books I would recommend are few. This book is definitely one I would recommend, especially to managers and executives who need an introduction to the topic.
PROS: It's smart and concise while covering all the major points. There are a couple of useful CC model samples. The definitions in the early part of the book are very helpful in sorting out the different meanings of "competency" and "competence." This is a good book to go to for material if you have to make a presentation on the topic.
CONS: American readers may find some of the sentence choices jarring but it will not affect comprehension. Also, the glossary should have included the in-text definitions.
CONCLUSION: Reading it, I get a sense of a realistic and practical author. Well researched. Highly recommended.
8 of 8 people found the following review helpful. Quick Start Guide to Competency Modeling
By John M. Ford
This is a reasonable introductory guide to competency modeling. It lacks the detailed treatment of job analysis and assessment found in organizational psychology journals, but that's not a reasonable expectation for a how-to book. Seema Sanghi has done a good job introducing the fundamentals. You can go on to learn more elsewhere--but you won't have to unlearn anything from this book.
The early chapters walk readers through the basics of competency modeling in organizations. Varied definitions of competencies from history, research and practice are concisely reviewed. The resulting synthesis is that "[a] competency model describes the combination of knowledge, skills and characteristics needed to effectively perform a role in an organization and is used as a human resource tool for selection, training and development, appraisal and succession planning." (p. 20). To the author, competencies are defined as much by organizational strategy as human capability. Models developed under this assumption are less transportable across organizations.
Readers learn a range of data gathering and analysis techniques used to identify competencies, define levels of each, and prioritize them within a model. There is practical troubleshooting guidance for issues ranging from ambiguous competency definitions to effective communication with project stakeholders. The author includes numerous sample forms, templates and rating scales that show how to use competency models for position definition, position fulfillment, performance management, employee development, and compensation. There is sufficient information for an experienced HR specialist to integrate competencies into their work, but not to teach these HR functions to a novice. This matches the book's target audience.
The final four chapters contain sample competency models readers can customize for their own organizations. There is a list of general competencies, a model for general leadership roles, one for human resources specialists, and a detailed model for leaders in the automotive industry. The sample models illustrate the use of behavioral indicator statements to define levels of each competency. There are more elaborate sample models in the literature, such as the comprehensive FYI: For Your Improvement model for leadership development. But these are sufficient to illustrate the book's points and reasonable draft materials to help readers develop their own models.
I recommend this book for human resources specialists tackling a competency-based approach for the first time. It's also an efficient read for anyone who wants an introduction to competency work. Readers looking for a more advanced treatment of competencies might prefer Miguel-Angel Sicilia's edited volume *Competencies in Organizational E-learning*.
1 of 5 people found the following review helpful. Pages 11 - 26 were bound upside down. Very poor quality control. Actually I need a replacement.
By Masao Patrick Kindiano
A good book but poor quality control as far as binding is concerned. Pages 11 - 26 were bound upside down. Just not acceptable in this time and age to get a book like that.

The second edition of this bestselling book is designed to help human resource managers and professionals understand, develop, manage and map competencies within their organizations. Using a highly accessible framework and structure, this reader-friendly book tackles key issues that include:
- Understanding and developing competencies
- Integrating the competency framework within the HR system of an organization
- Implementing and mapping competencies in an assessment centre
- Reviewing the plethora of application-based experiences and existing models
- Effectively managing the consequent changes in the organization.
In this edition, the author has expanded several chapters to provide a greater understanding of business strategies, environmental imperatives and the changing role of HR as a strategic partner. The book includes more case studies, live examples and models offering invaluable insight to users in order to develop customized models of competency mapping for their organizations.

The second edition of this best selling book is designed to help human resource managers and professionals understand, develop, manage and map competencies with their organizations. This user-friendly book focuses on key issues. In this edition, the author has expanded several chapters to provide a greater understanding of business strategies, environmental imperatives and the changing role of HR as a strategic partner.
--Free Press Journal
The second edition of this best selling book is designed to help human resource managers and professionals understand, develop, manage and map competencies with their organizations. This user-friendly book focuses on key issues. In this edition, the author has expanded several chapters to provide a greater understanding of business strategies, environmental imperatives and the changing role of HR as a strategic partner. (Free Press Journal)
About the Author
Seema Sanghi is Managing Director at Styra Consultants, a firm set up by her in the human resource solution space, which is focused

on developing processes and people. It offers consultancy in competency mapping, assessment centre, psychometric testing and development, assessment tool development, training and development, mentoring and coaching and HR processes and interventions. She was formerly Director at FORE School of Management She received the Mother Teresa Award in 2003 and the Excellence in Education Award in 2004. She has been a recipient of three gold medals and national scholarships for academic excellence. Books authored by her include Towards Personal Excellence (also available in Chinese), Organizational Behaviour and Essentials of Organizational Behaviour (co-authored with Stephen Robbins and Timothy Judge) and Institutional Governance. Her co-authored book Organizational Behaviour was highly appreciated by His Excellency Dr A. P. J. Abdul Kalam, then President of India. Human Resource Management, authored by her, received ISTD Book Award from the Indian Society of Training and Development (ISTD), Ministry of HRD. She has over 100 psychometric tests, research papers and articles published in national and international journals and magazines. She has been an international consultant to UNDP for developing competency framework and assessment centre design for Public Service Commission. She has been associated with development of selection tests for central government and several state governments in India. She has assessed and trained several thousand professionals on competency mapping and assessment centre. She has trained numerous executives and offered consultancy across various sectors in India, Bangladesh, Nepal and Saudi Arabia Her interests are in the area of competency mapping, assessment centre, tool development, psychometric testing, mentoring, coaching, cross-culture issues, ethics and motivational complexities related to environmental issues. Her hobbies include oil painting and interior designing.