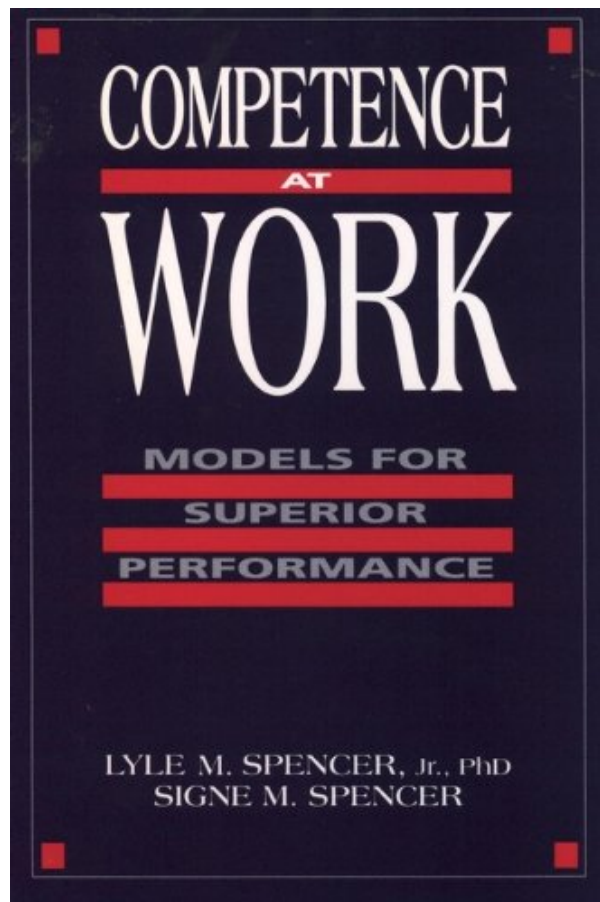
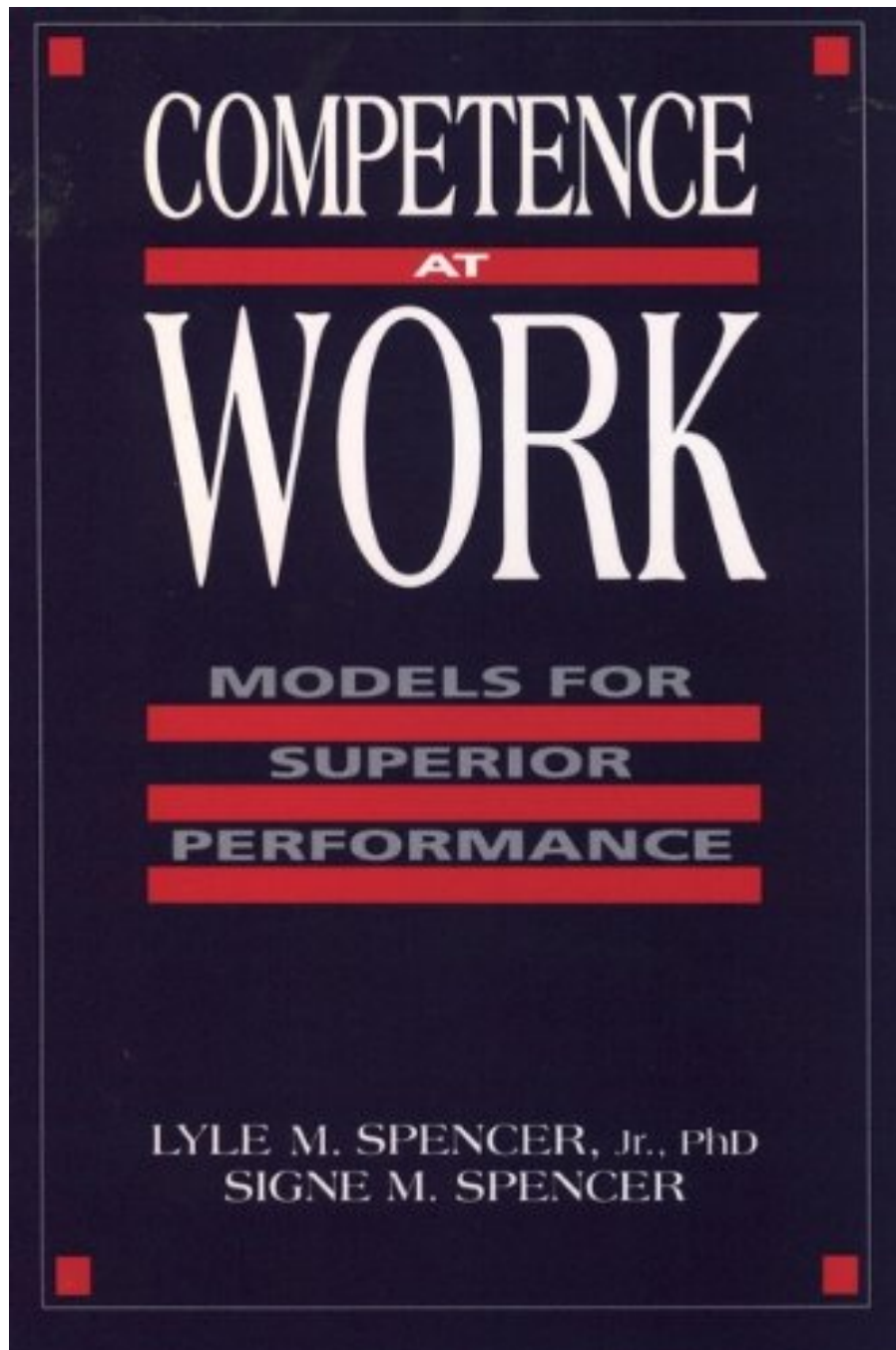


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Provides analysis of 650 jobs, based on 20 years of research using the McClelland/McBer job competence assessment (JCA) methodology. Includes generic job models for entrepreneurs, technical professionals, salespeople, service workers and corporate managers. Defines JCA and describes in detail how to conduct JCA studies. Suggests future directions and uses for competency research.

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- Sales Rank: #1423321 in eBooks
- Published on: 2008-05-02
- Released on: 2008-05-02
- Format: Kindle eBook

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Classic in the History of Competency Modeling

By John M. Ford

This early work on competency modeling describes the McClelland/McBer job competence assessment (JCA) methodology that heavily influenced much of subsequent practice. Readers of Lyle and Signe Spencer's book will gain an historical perspective on current competency work in human capital and organizational psychology.

The several competency models included in the book are well-documented and cover a variety of

occupational families, including technicians, professionals, salespeople, service workers, managers and entrepreneurs. The multi-chapter Competency Dictionary is a helpful starting point for current modeling in some occupations, but is too dated to be used without revision. Readers should compare the book's leadership models with contemporary products such as those in *FYI: For Your Improvement, A Guide for Development and Coaching*. Many competencies remain relatively unchanged with time while others have evolved with technological and social changes in the workplace. Such comparison yields insight about which competencies may represent basic human abilities and which are defined more in response to the demands of work and its organizational setting.

The book's description of JCA methodology includes an introductory chapter on Behavioral Event Interviewing. Much of the advice in this chapter is general to all interviews that elicit job-related information. The chapter may be helpful to practitioners collecting critical incidents for job analysis or developing questions for a structured hiring interview. The book also describes how to conduct Thematic Content Analysis that captures key concepts from volumes of interview-generated text data. This disciplined application of content analysis set the stage for later innovations in text mining and computer-aided content analysis. All of this is fascinating as part of the history of job analysis methods. Readers less interested in historical roots than in current best practices might be better served by *A Practical Guide to Job Analysis*.

It is unfortunate that the second and third companion books planned to create a competency modeling series did not materialize. In their absence, competency modeling and job analysis have continued to evolve, with subsequent innovations described largely in professional and HR journals. Interested readers will find these authors' influences in the emotional intelligence literature, such as *Working with Emotional Intelligence* and *The EQ Interview: Finding Employees with High Emotional Intelligence*.

I recommend borrowing this book from the library and reading sections of it if you are interested in the history of competency modeling and job analysis.

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