



# Creating a Culture of Competence

By Michael Zwell

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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.

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## Creating a Culture of Competence By Michael Zwell Bibliography

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## Editorial Review

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

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#### 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*.

## Users Review

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#### Marie Aultman:

Spent a free time for you to be fun activity to complete! A lot of people spent their down time with their family, or their very own friends. Usually they performing activity like watching television, planning to beach, or picnic inside the park. They actually doing same every week. Do you feel it? Do you want to something different to fill your current free time/ holiday? May be reading a book might be option to fill your cost-free time/ holiday. The first thing that you will ask may be what kinds of book that you should read. If you want to try look for book, may be the book untitled *Creating a Culture of Competence* can be excellent book to read. May be it could be best activity to you.

**Noah Hansell:**

Reading can be called brain hangout, why? Because if you are reading a book especially a book entitled *Creating a Culture of Competence* your head will drift away through every dimension, wandering in most aspects that maybe unfamiliar for but surely can be your mind friends. Imagining just about every word written in an e-book then become one form conclusion and explanation that will maybe you never get just before. The *Creating a Culture of Competence* giving you yet another experience more than blown away your mind but also giving you useful details for your better life with this era. So now let us teach you the relaxing pattern here is your body and mind will likely be pleased when you are finished reading through it, like winning a sport. Do you want to try this extraordinary investing spare time activity?

**Katie Johnson:**

Can you be one of the book lovers? If so, do you ever feel doubt if you are in the book store? Try and pick one book that you find out the inside because don't evaluate a book by its protect may doesn't work here is difficult job because you are afraid that the inside maybe not while fantastic as in the outside appear likes. Maybe your answer is usually *Creating a Culture of Competence* why because the great cover that make you consider about the content will not disappoint you actually. The inside or content is fantastic as the outside or maybe cover. Your reading sixth sense will directly make suggestions to pick up this book.

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