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Chapter 1 - The Transforming Workplace (no graphics used)

Chapter 2 - Embracing Change

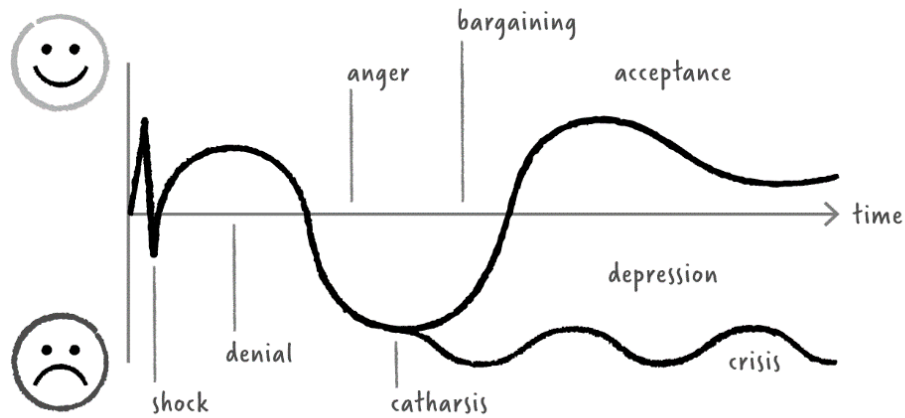


Figure 2.1: Elisabeth Kübler-Ross's Five Stages of Grief

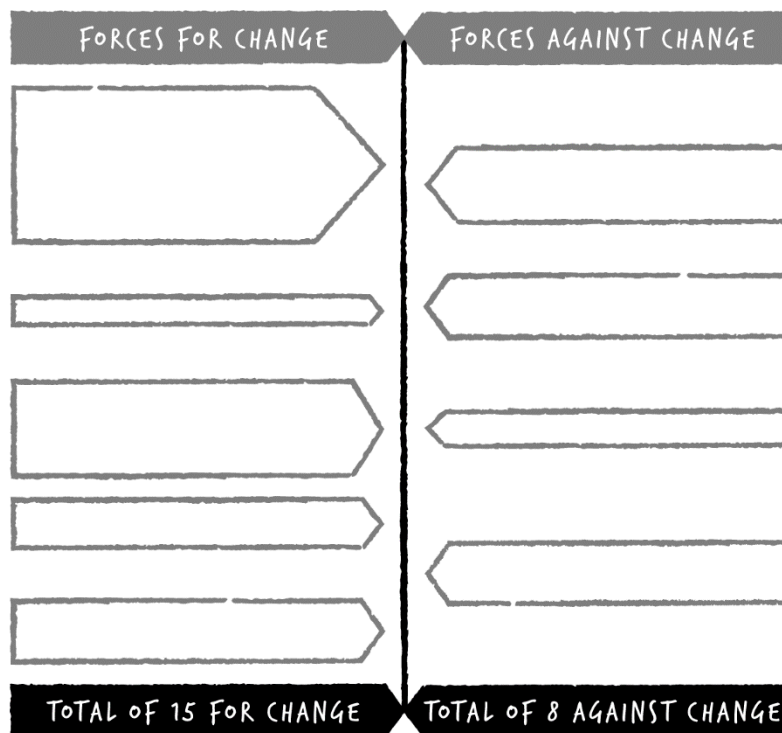


Figure 2.2: Kurt Lewin's Force Field Analysis

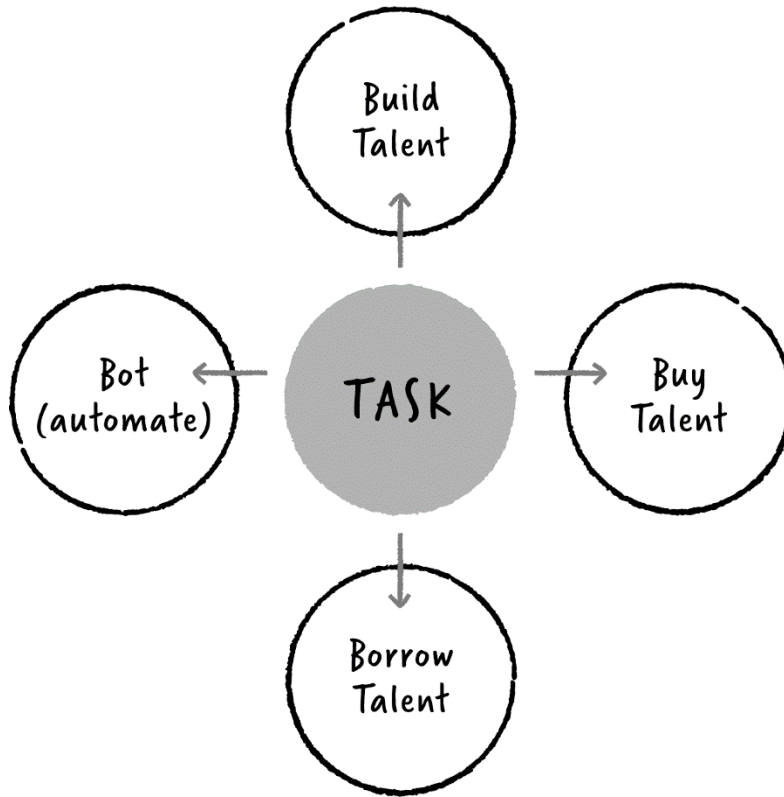


Figure 2.3: Assigning Tasks

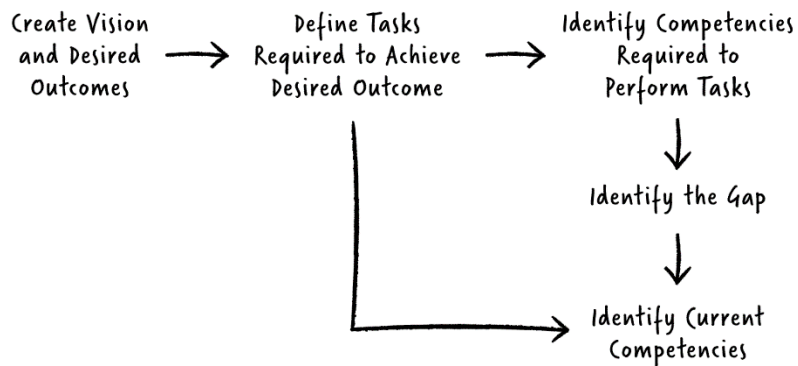


Figure 2.4: Competency Gap Analysis

Chapter 3 - A Holistic Framework: The Talent Transformation Pyramid

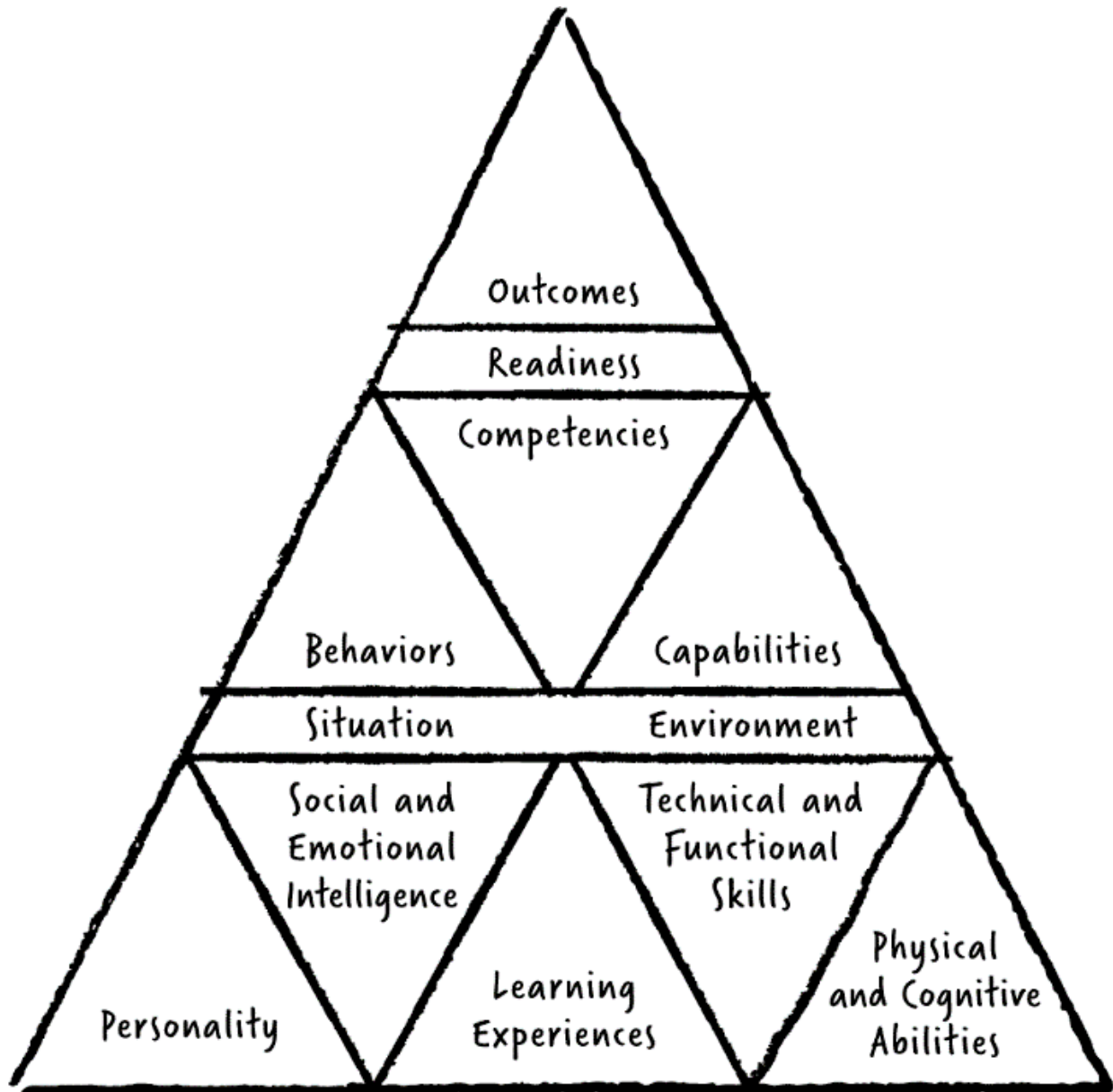


Figure 3.1: The Talent Transformation Pyramid

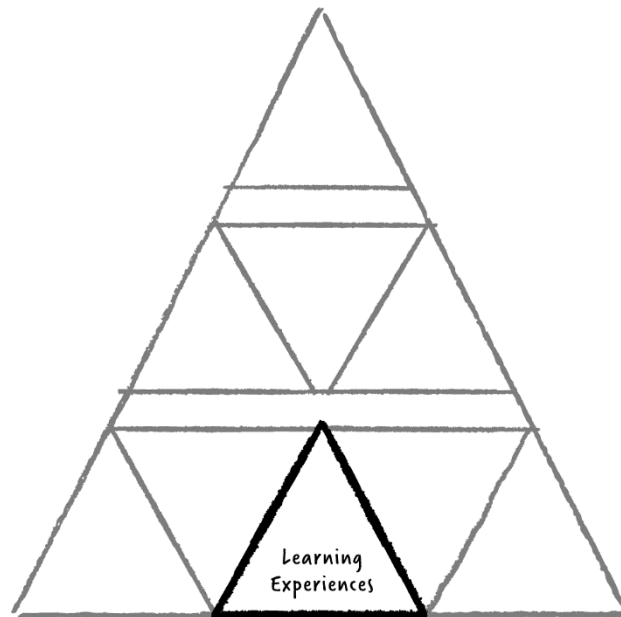


Figure 3.2: Learning Experiences

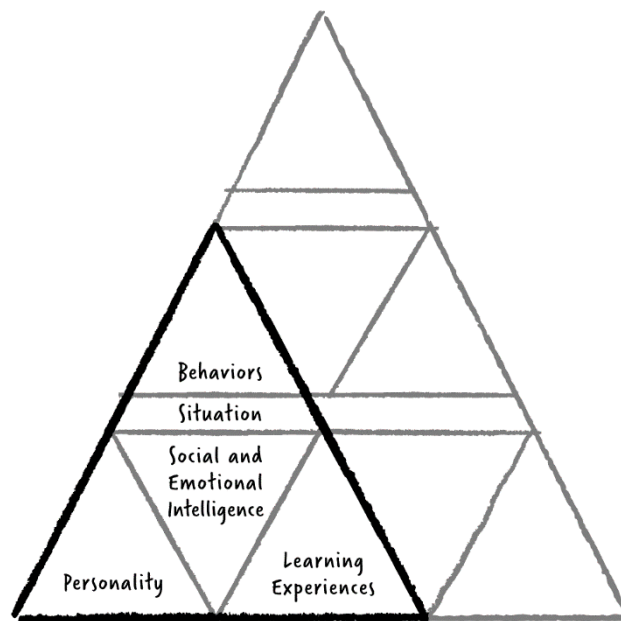


Figure 3.3: Mindset

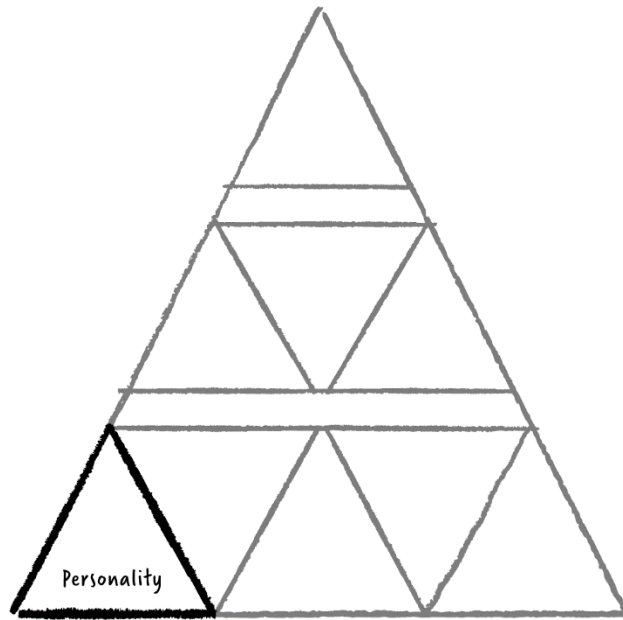


Figure 3.4: Personality

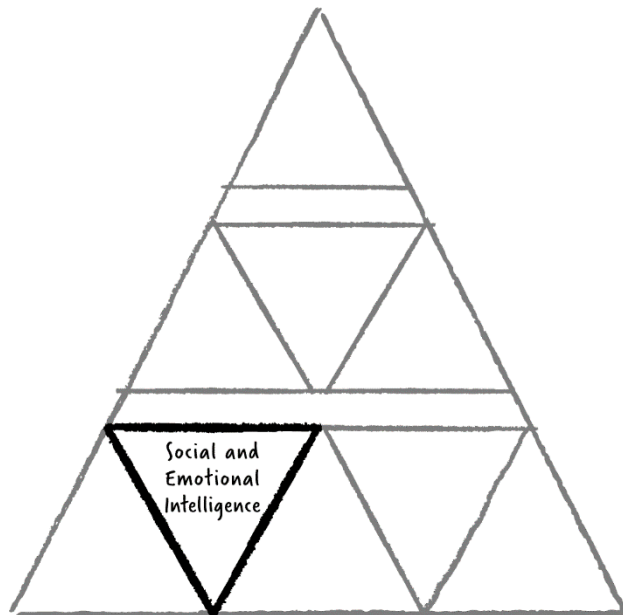


Figure 3.4: Personality

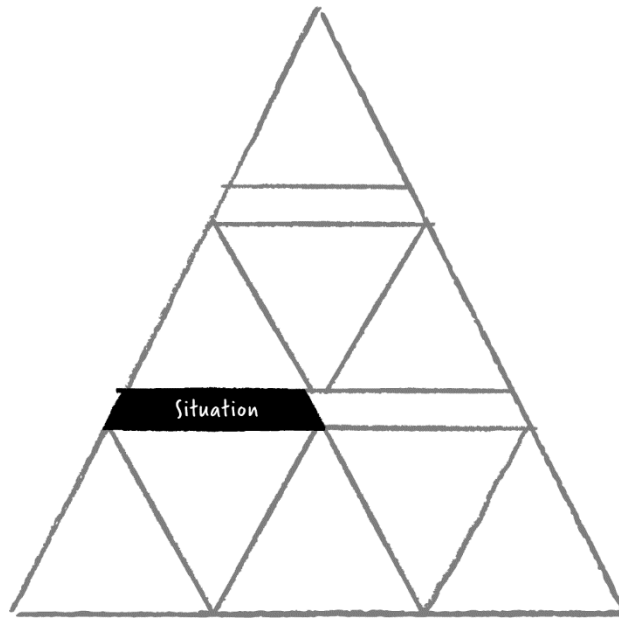


Figure 3.6: Situation

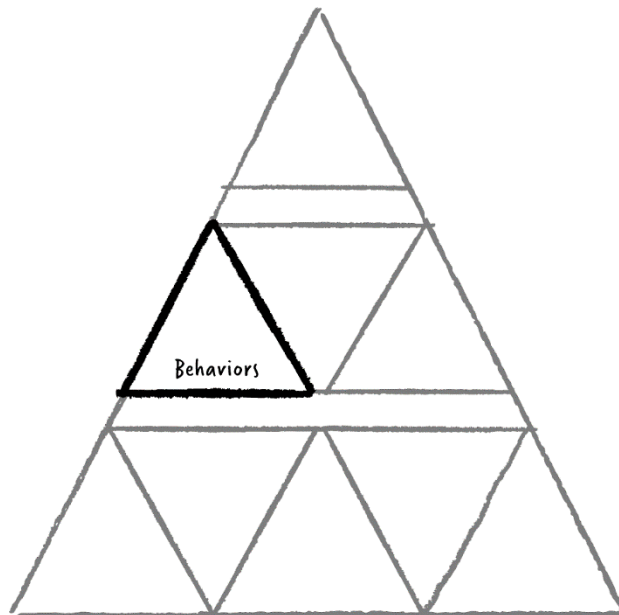


Figure 3.7: Behaviors

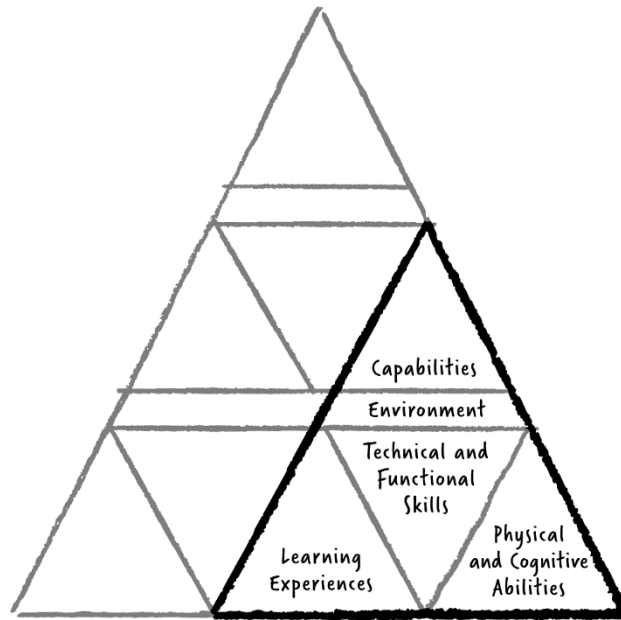


Figure 3.8: Skillset

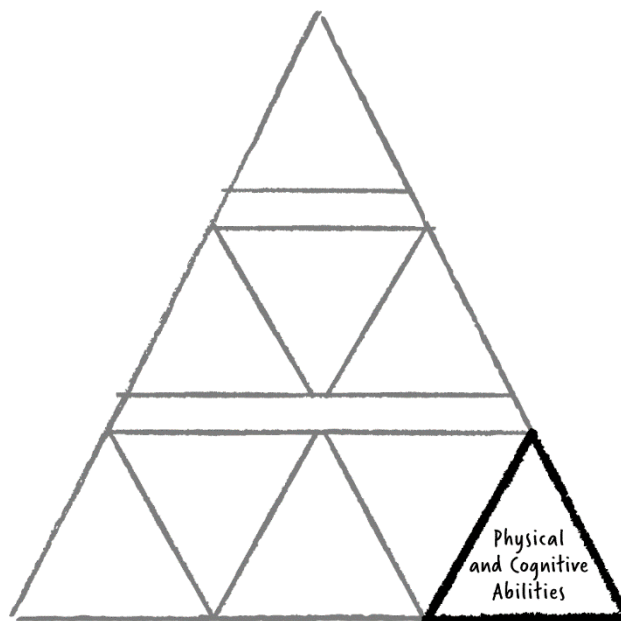


Figure 3.9: Physical and Cognitive Abilities

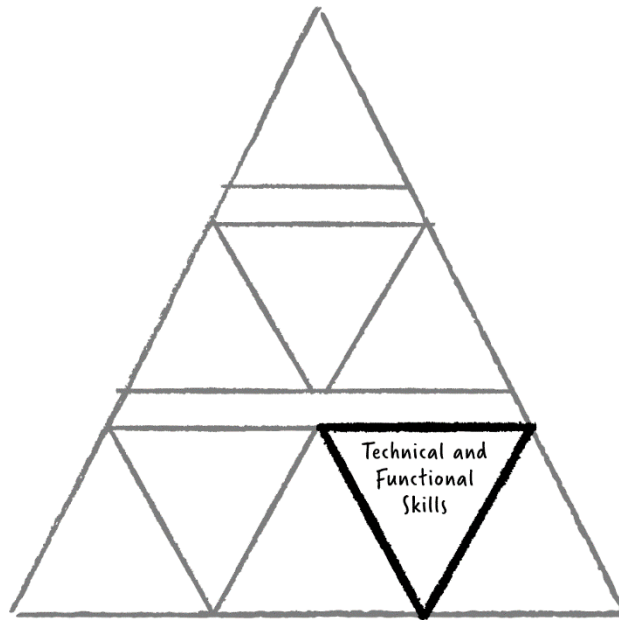


Figure 3.10: Technical and Functional Skills

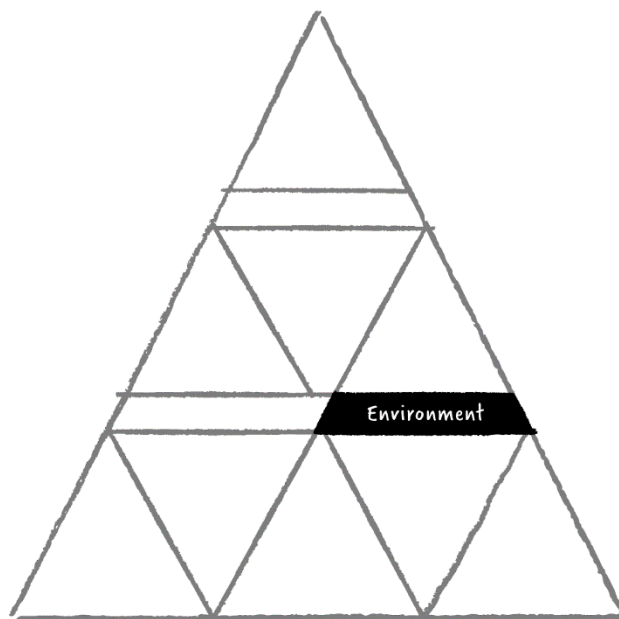


Figure 3.11: Environment

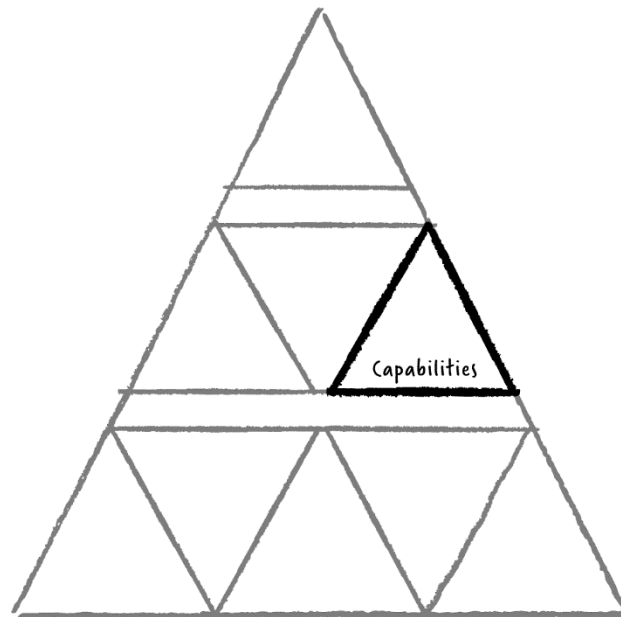


Figure 3.12: Capabilities



Environments matter

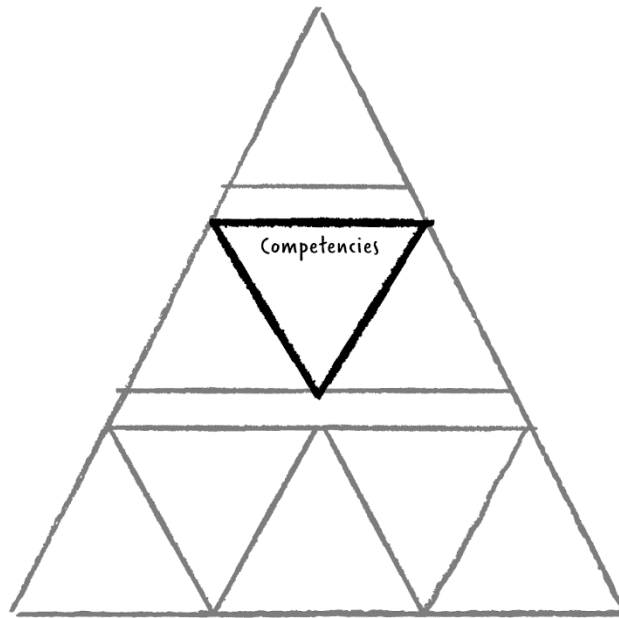


Figure 3.13: Competencies

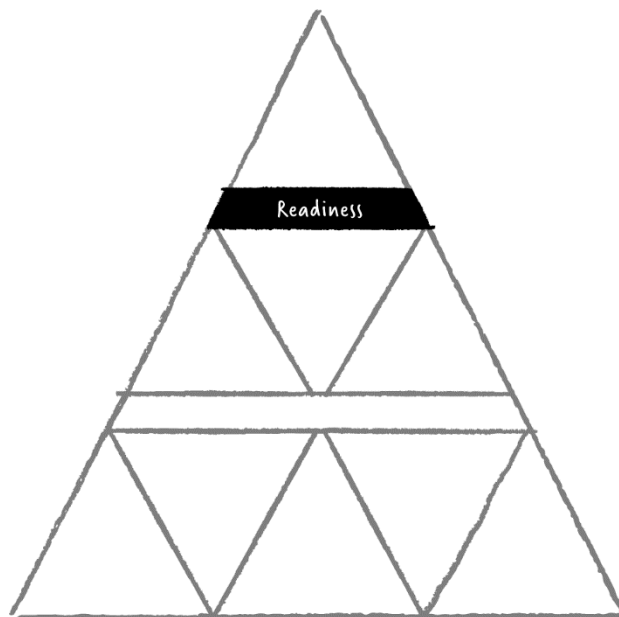


Figure 3.14: Readiness

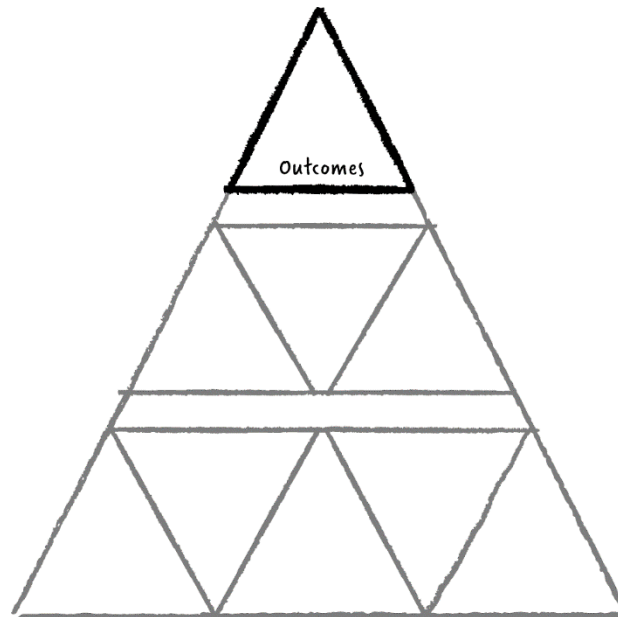


Figure 3.15: Outcomes

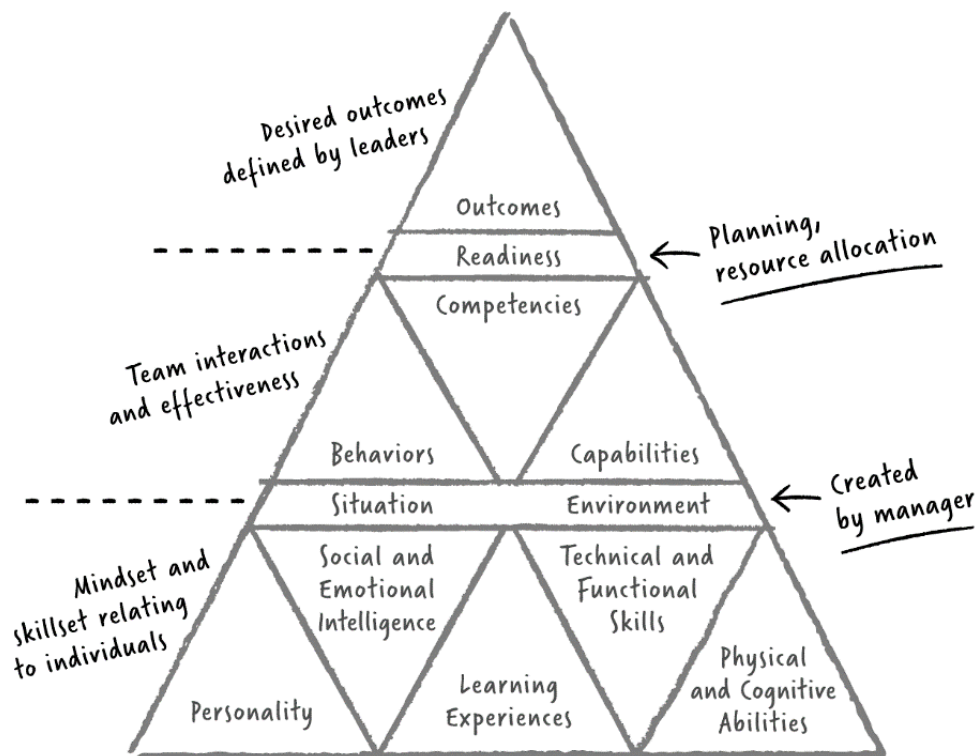


Figure 3.16: Layers of the Pyramid

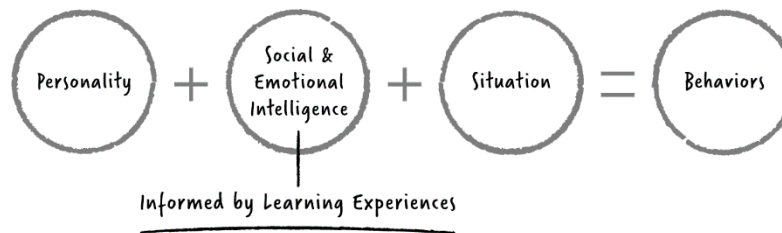


Figure 3.17: Factors That Support Behaviors

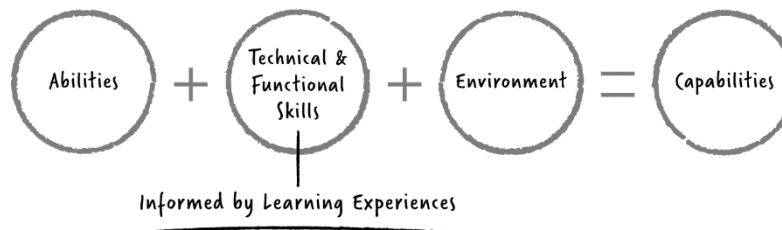


Figure 3.18: Factors That Support Capabilities



Micromanaging creates stress

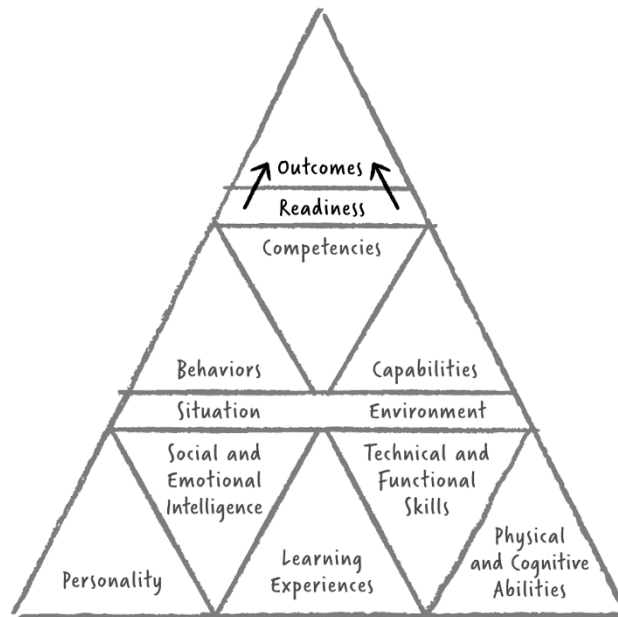


Figure 3.19: Readiness Supporting Outcomes

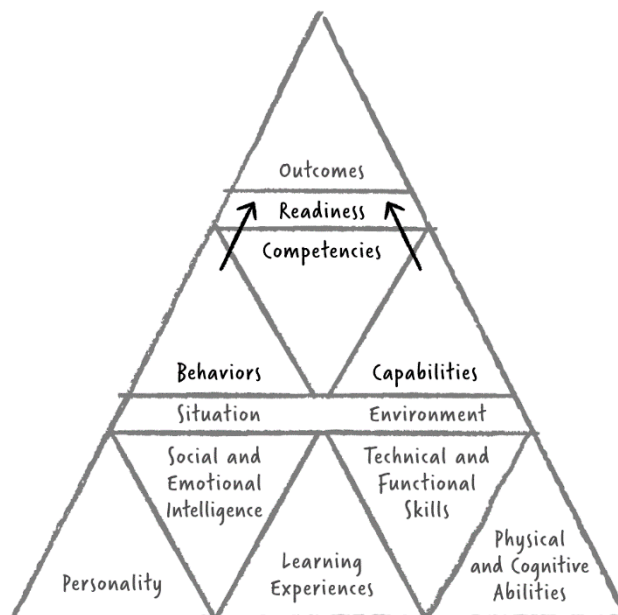


Figure 3.20: Behaviors and Capabilities Supporting Readiness and Outcomes

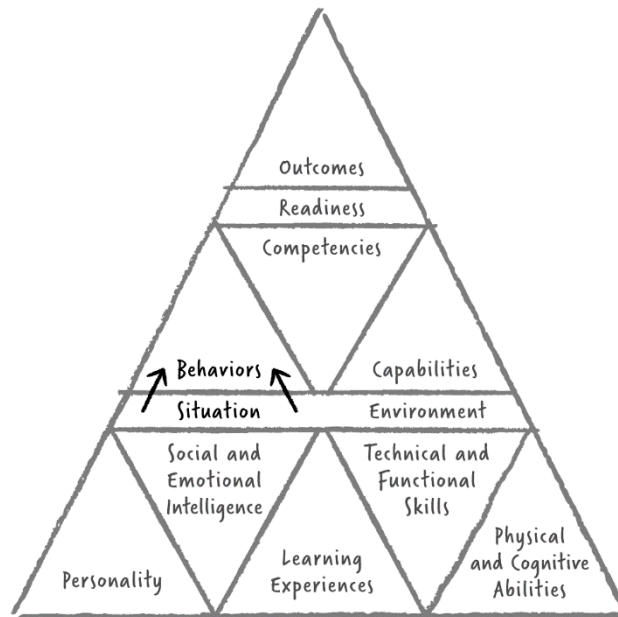


Figure 3.21: Situation Supports Behaviors

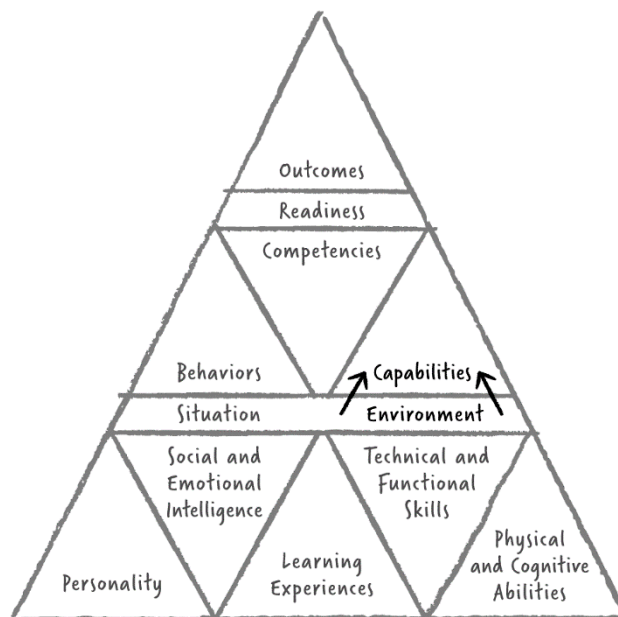


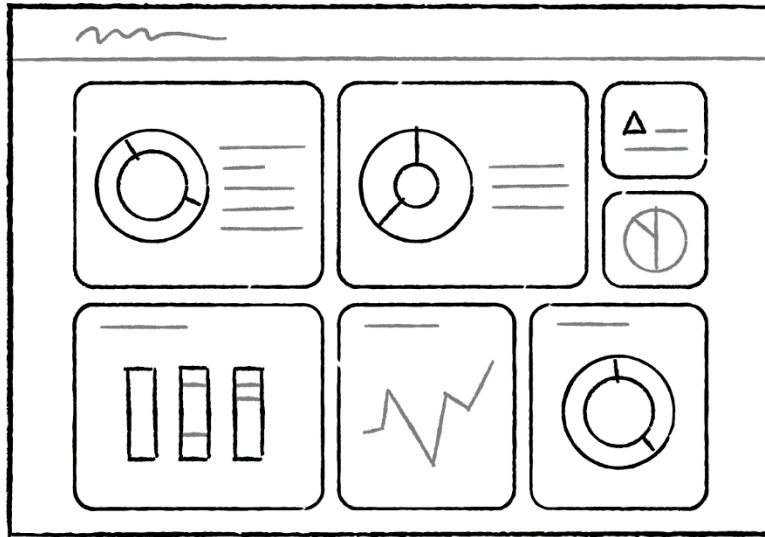
Figure 3.22: Environment Supports Capabilities



The environment can impact capabilities



Robots can learn from humans



Dashboards bring factors together

Chapter 4 - Assessments—Past, Present, and Future (No Graphics Used)

Chapter 5 - Principles of Measurement



Figure 5.1: Error of Measurement

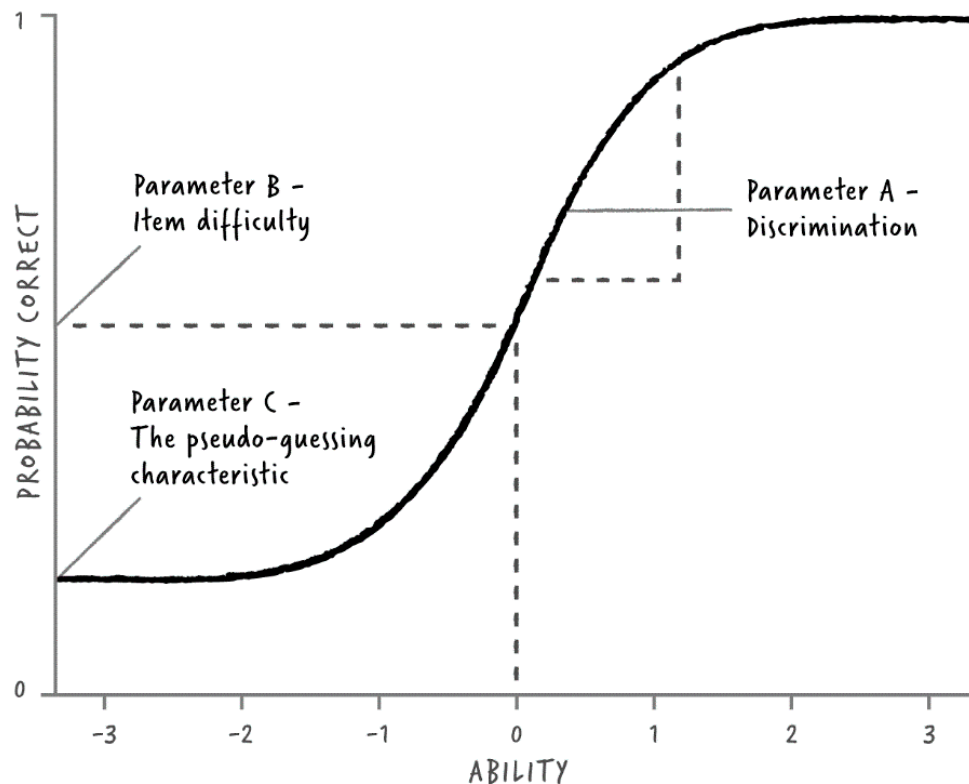


Figure 5.2: Item Response Theory (IRT) Parameters

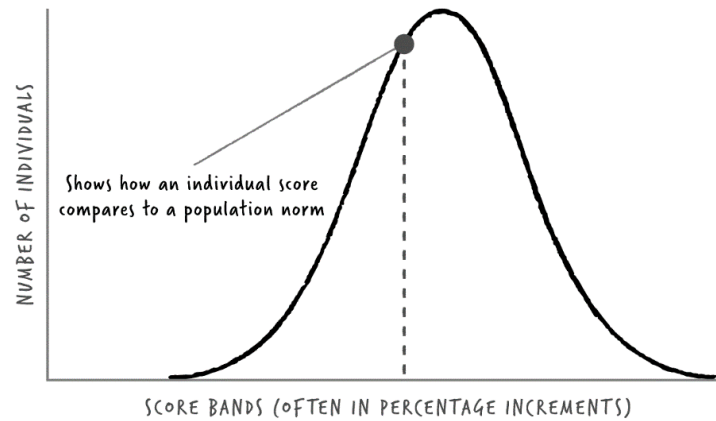


Figure 5.3: Comparison to a Population Norm

	RANK	NAME	SCORE
Accepted	1	Oretha Dorris	96.0%
	2	Jina Dobson	93.0%
	3	Jerold Passmore	90.0%
	4	Vickey Bundy	89.0%
	5	Ara Nugent	87.0%
	6	Margart Robert	85.0%
	7	Analisa Cardenas	84.0%
	8	Garret Mahaffey	83.0%
	9	Waylon Hidalgo	80.0%
	10	Ruthe Handy	79.0%
Not Accepted	11	Alex Hundley	77.0%
	12	Aide Coronado	74.0%
	13	Shaunda Kirchner	71.0%
	14	Denyse Mcneill	69.0%
	15	Rea Hopson	67.0%
	16	Tish Waugh	66.0%
	17	Yoshie Schaeffer	65.0%
	18	Kirby Ferris	63.0%
	19	Dorian Stone	61.0%
	20	Armandina Baum	58.0%
	21	Teodora Sowers	56.0%
	22	Taren Squires	54.0%
	23	Lashonda Sayre	52.0%
	24	Charity Noble	49.0%
	25	Bette Matlock	47.0%
	26	Lera Case	46.0%
	27	Gisela Moen	45.0%
	28	Harley Swartz	44.0%
	29	Rebecca Milligan	42.0%
	30	Vannesa Harlan	40.0%

Figure 5.4: Comparison to Other Candidates

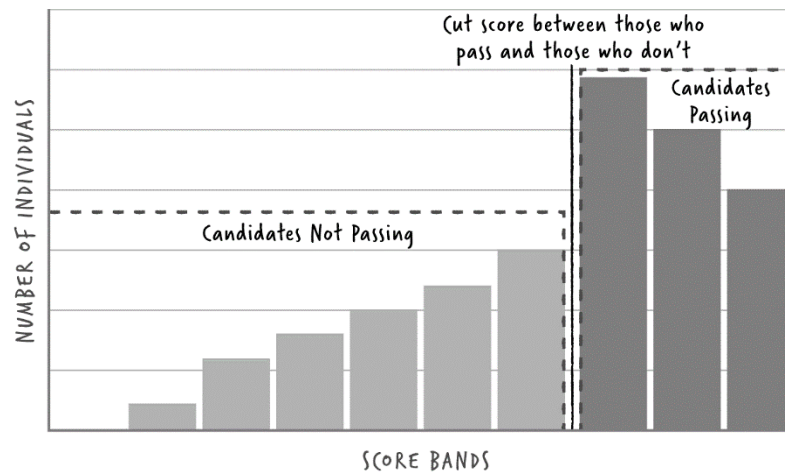


Figure 5.5: Criterion-referenced Cut Score

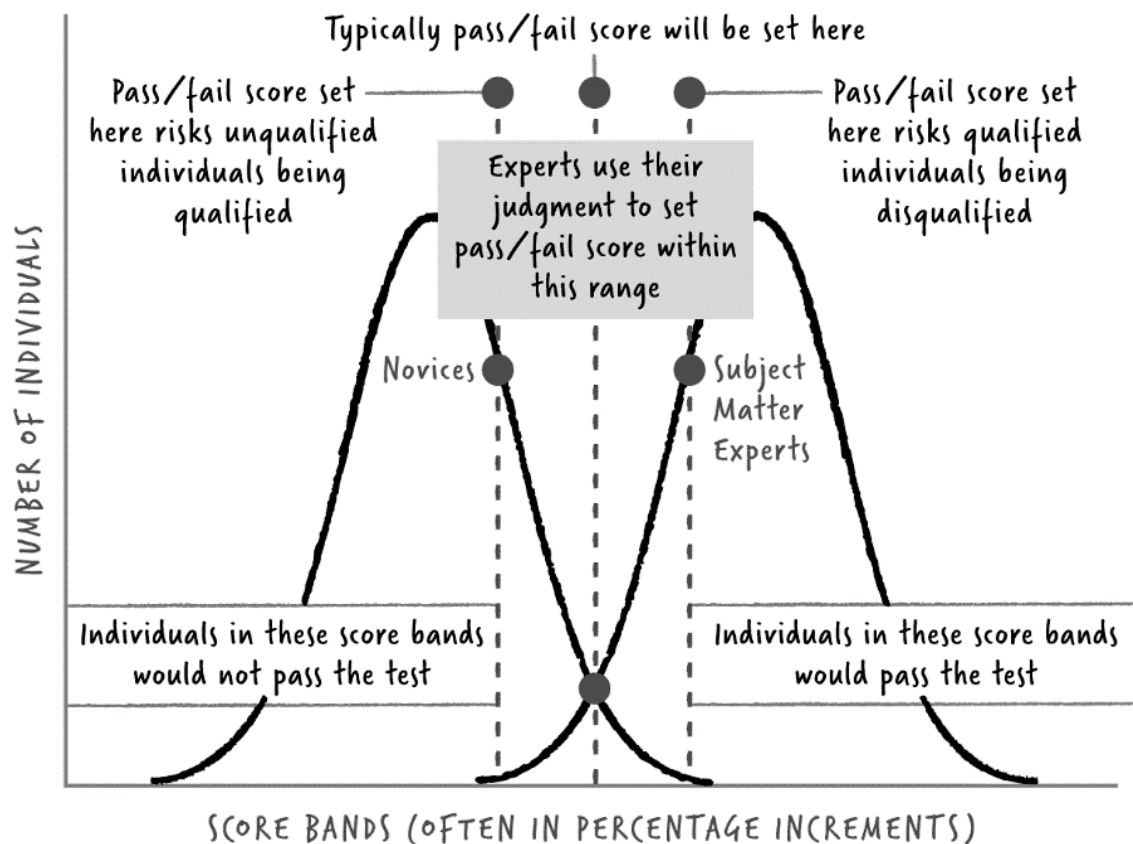


Figure 5.6: Comparing Groups

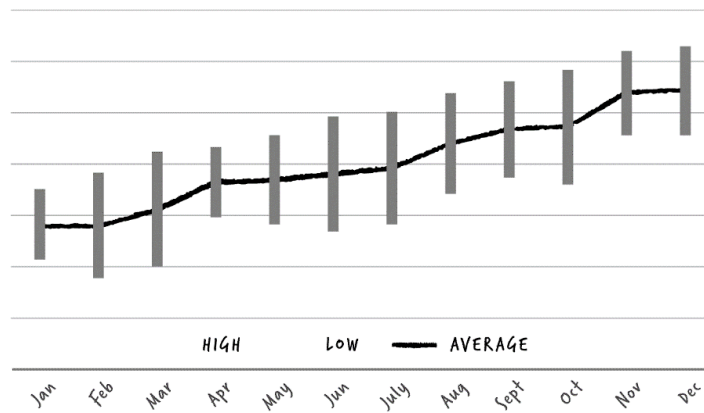


Figure 5.7: Trends over Time

— Current Level of Competence - - Required Level of Competence

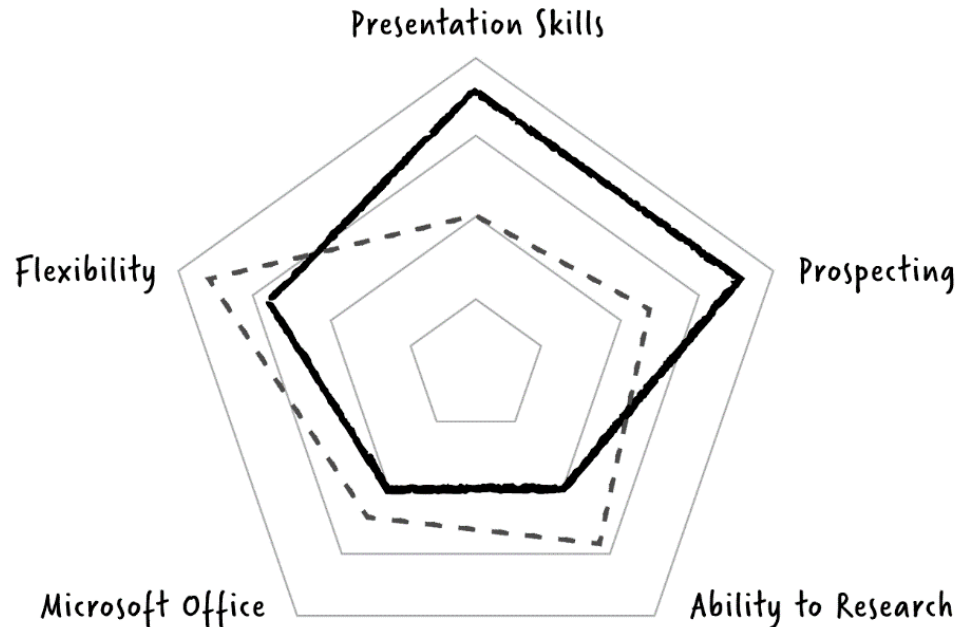


Figure 5.8: Comparing Levels of Competence

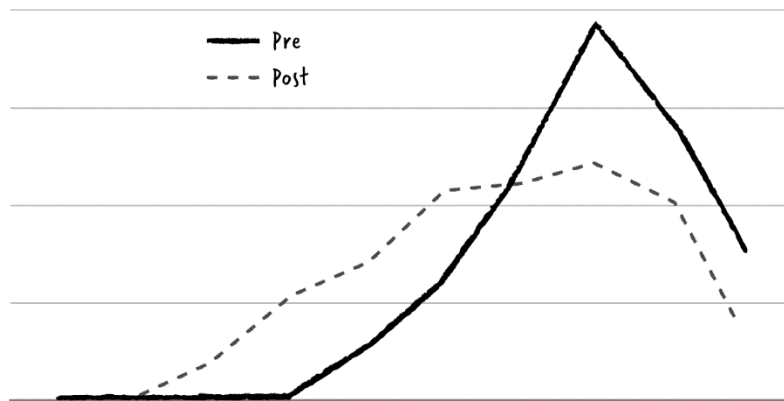
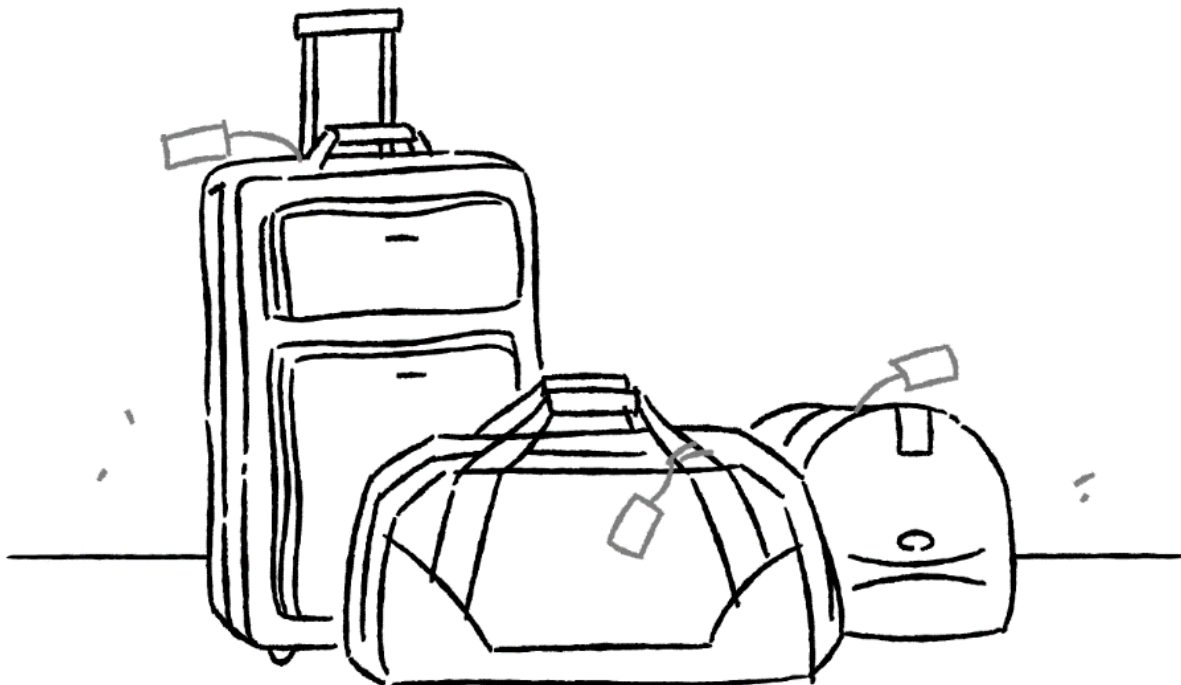
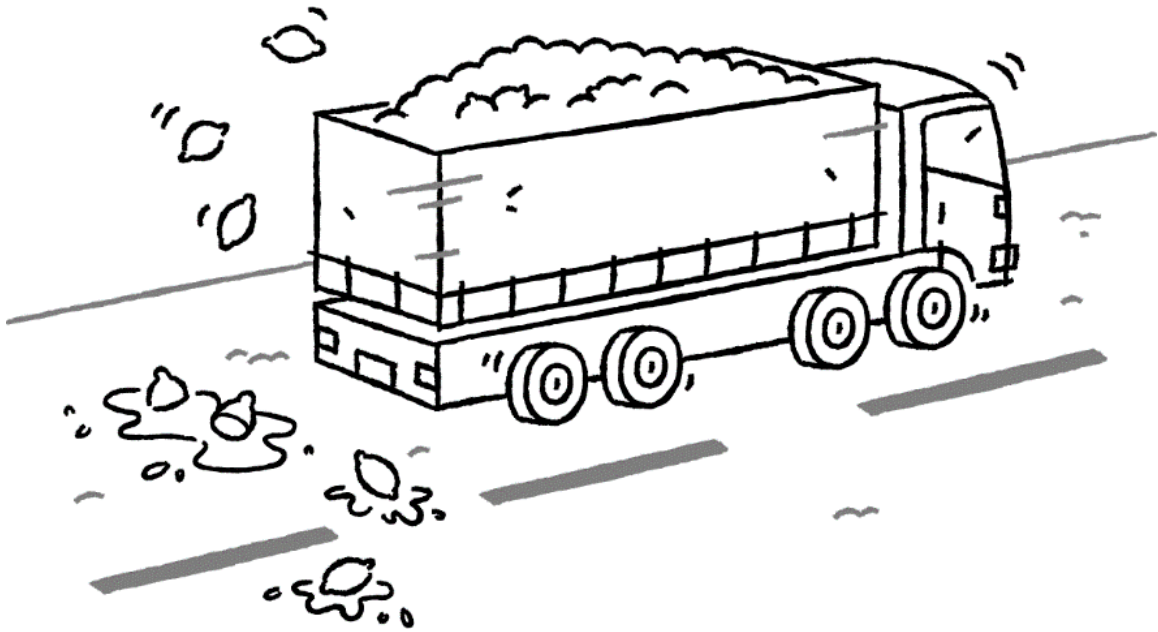


Figure 5.9: Comparing Pre-event to Post-event Test Scores



Number of lost bags in airport terminals



Fresh lemons imported from Mexico

Chapter 6 - Assessing Individuals

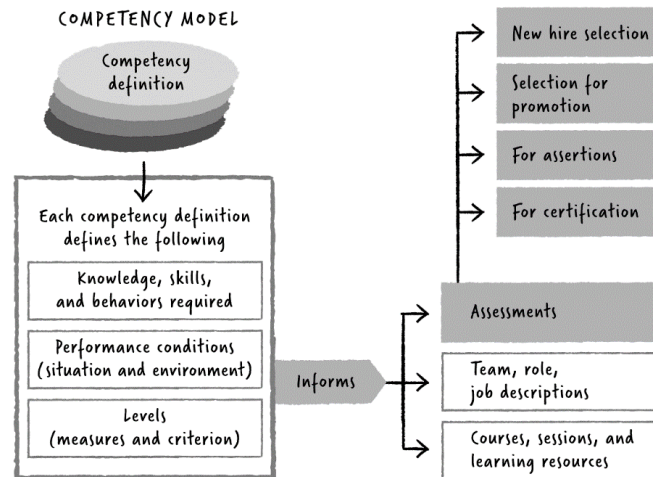


Figure 6.1: Competency Model and Definitions

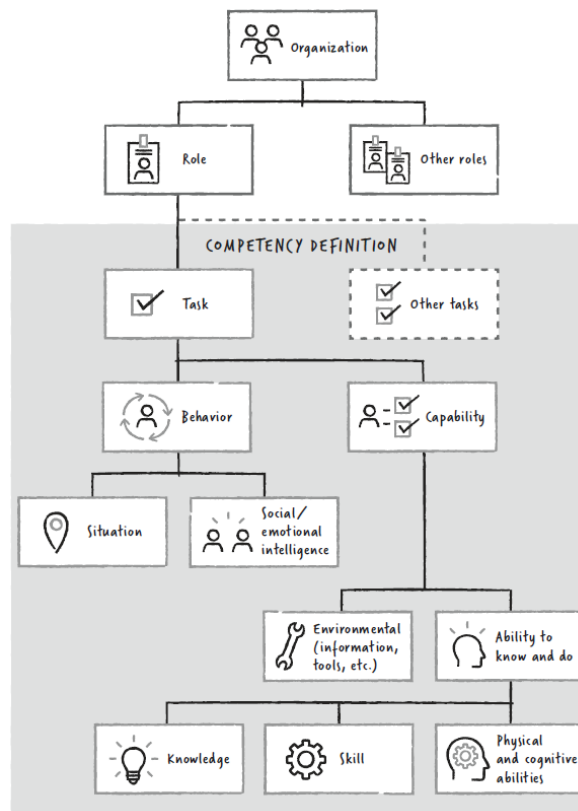


Figure 6.2: Competency Definition Relationships

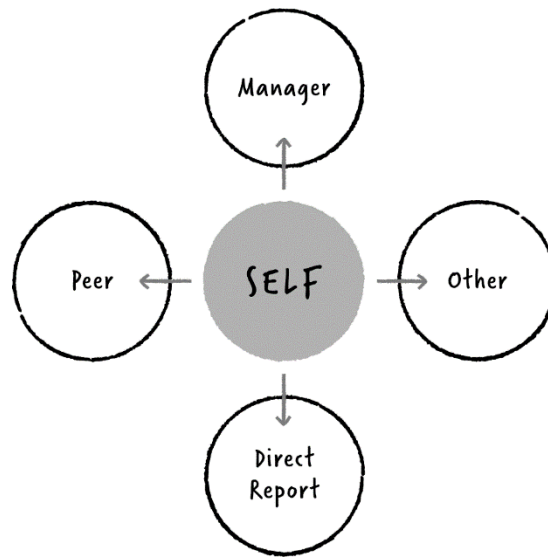


Figure 6.3: Participants in a 360-degree Assessment

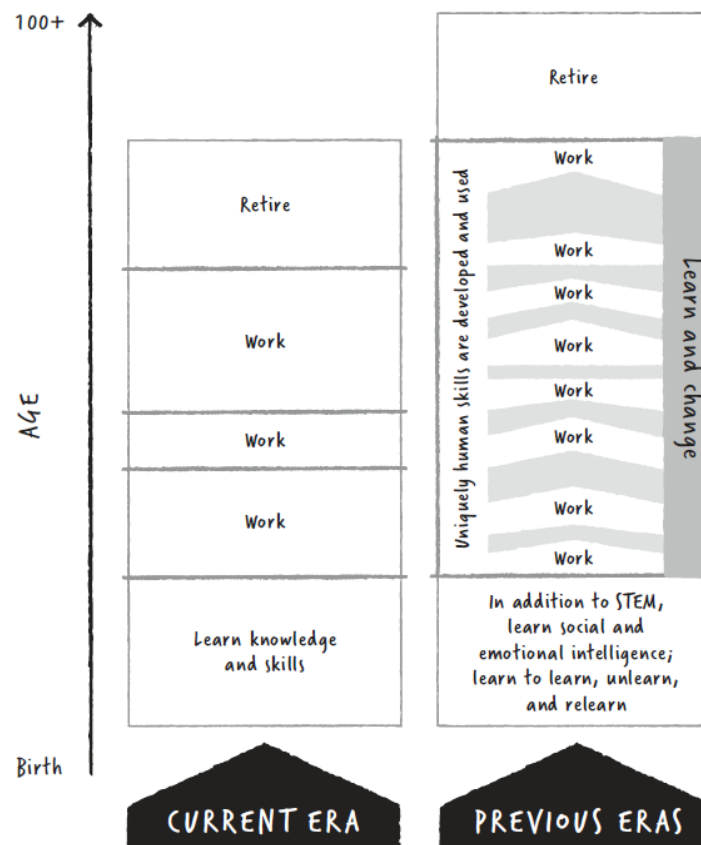


Figure 6.4: The Learn/Work/Change Pattern

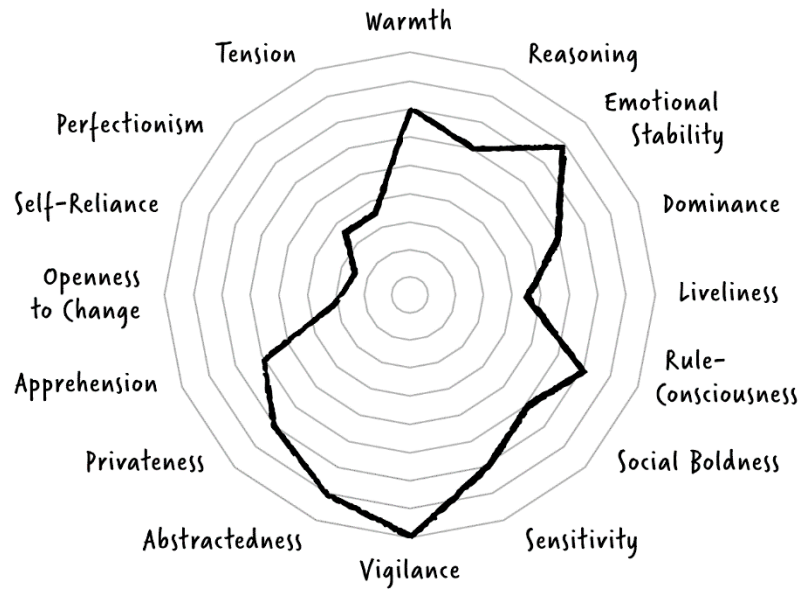


Figure 6.5: Spider Graph of an Individual's Sixteen Personality Factor (16PF) Profile

Chapter 7 - Assessing Teams

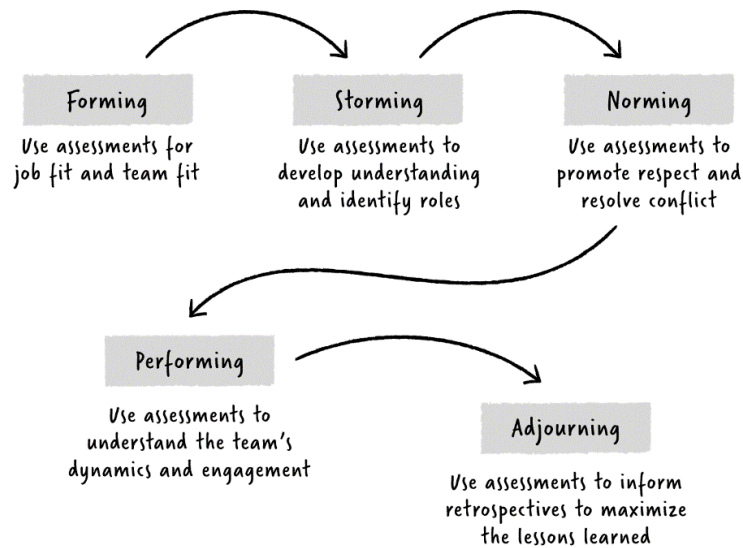


Figure 7.1: Phases of a Team's Lifecycle

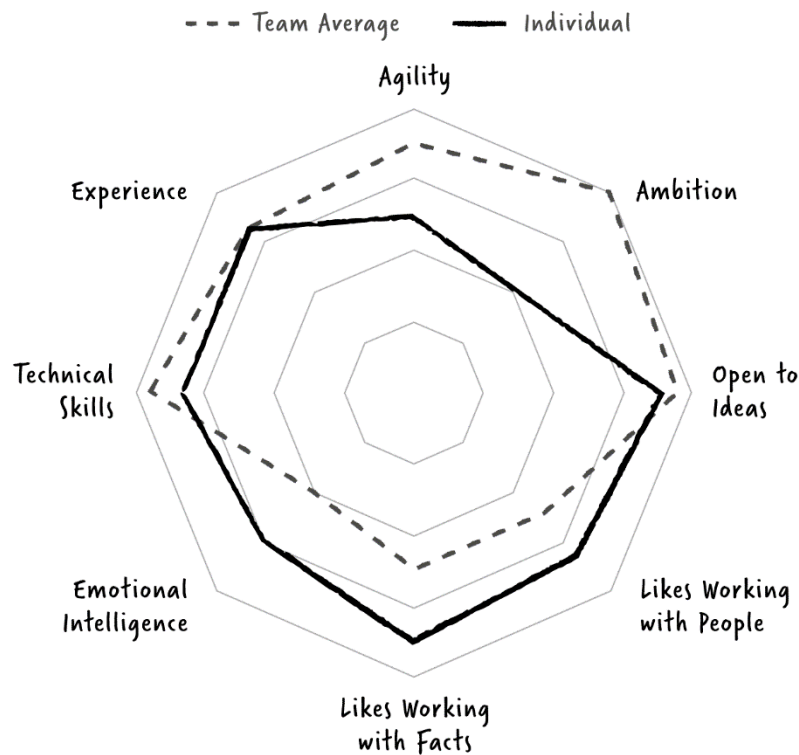


Figure 7.2: An Individual's Behaviors and Capabilities within a Team

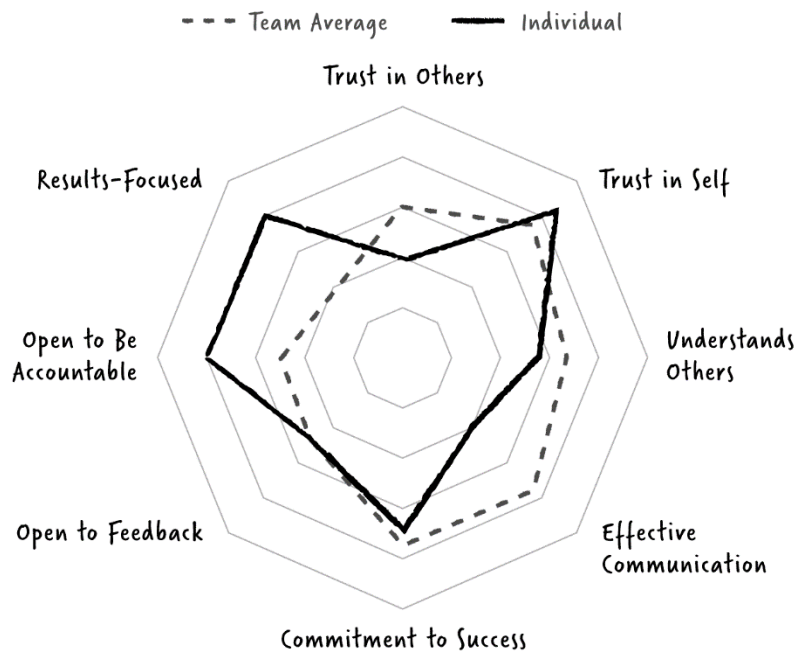


Figure 7.3: An Individual's Attributes Compared to the Team's

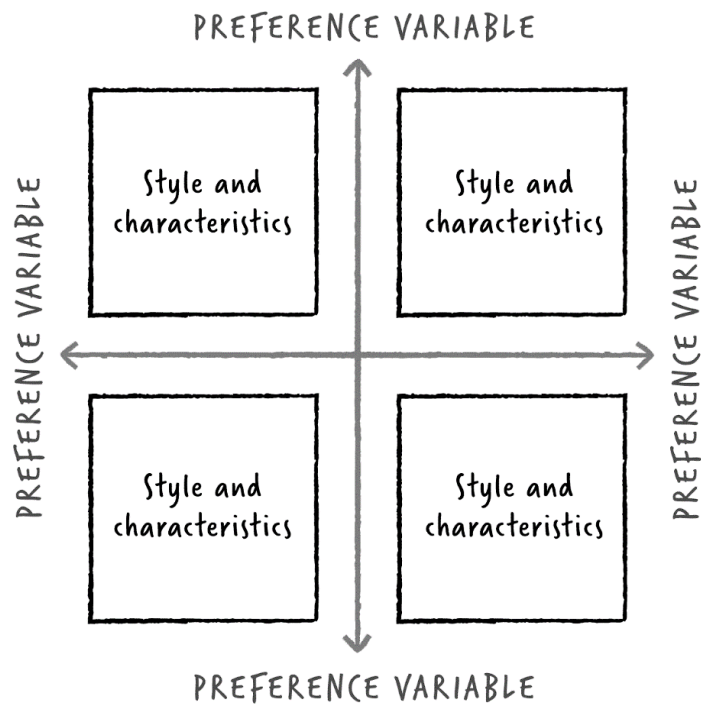


Figure 7.4.1: Dimensions of Personal Styles

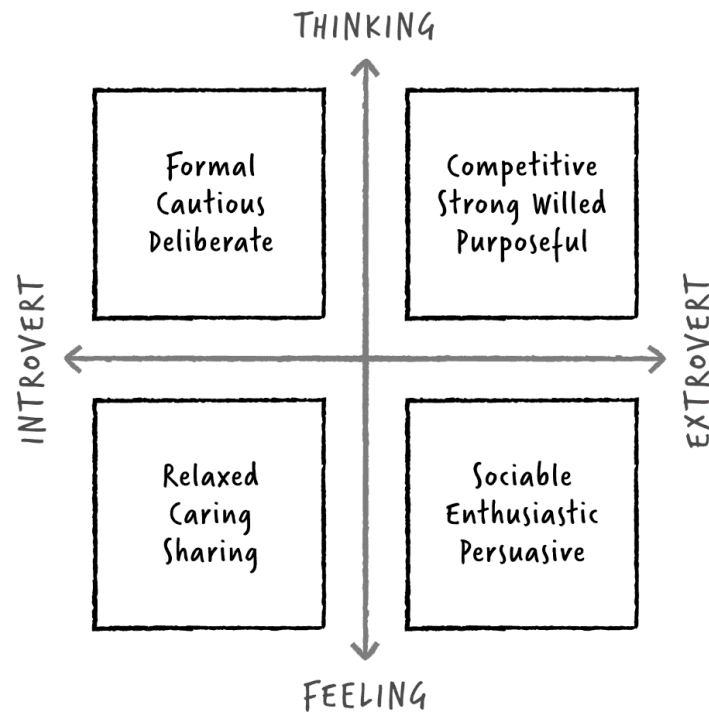


Figure 7.4.2: An Example of Personal Styles

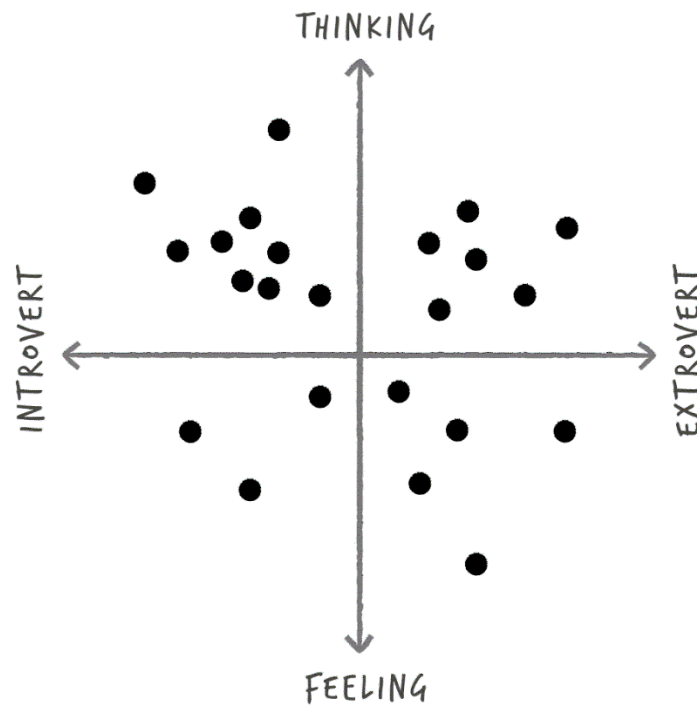


Figure 7.5: Example of Distribution of Personal Styles within a Team

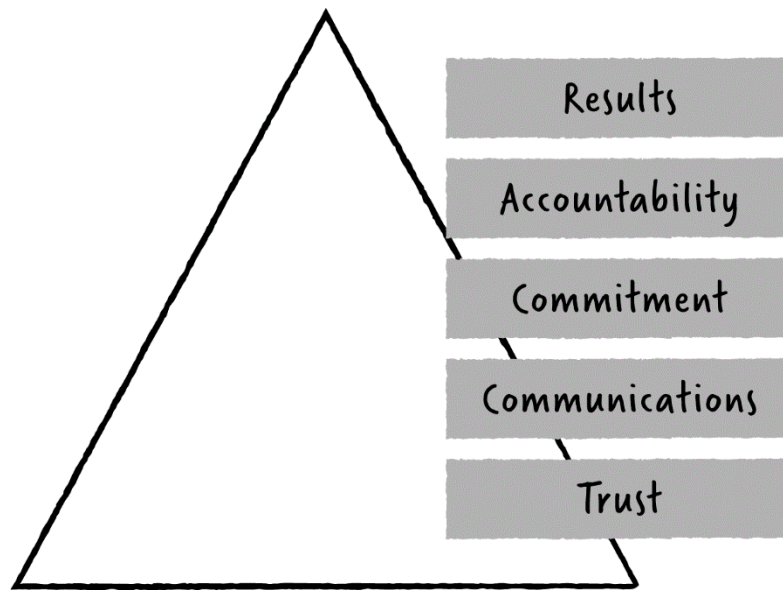


Figure 7.6: Hierarchy of Team Success

Chapter 8 - Improving Organizational Results

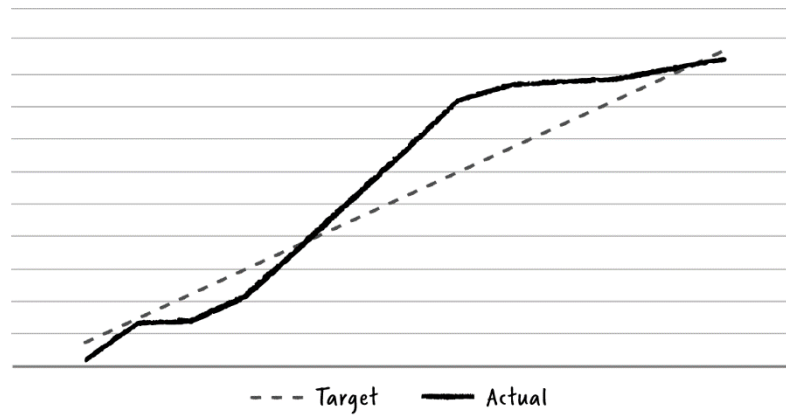


Figure 8.1: Tracking a KPI against Target

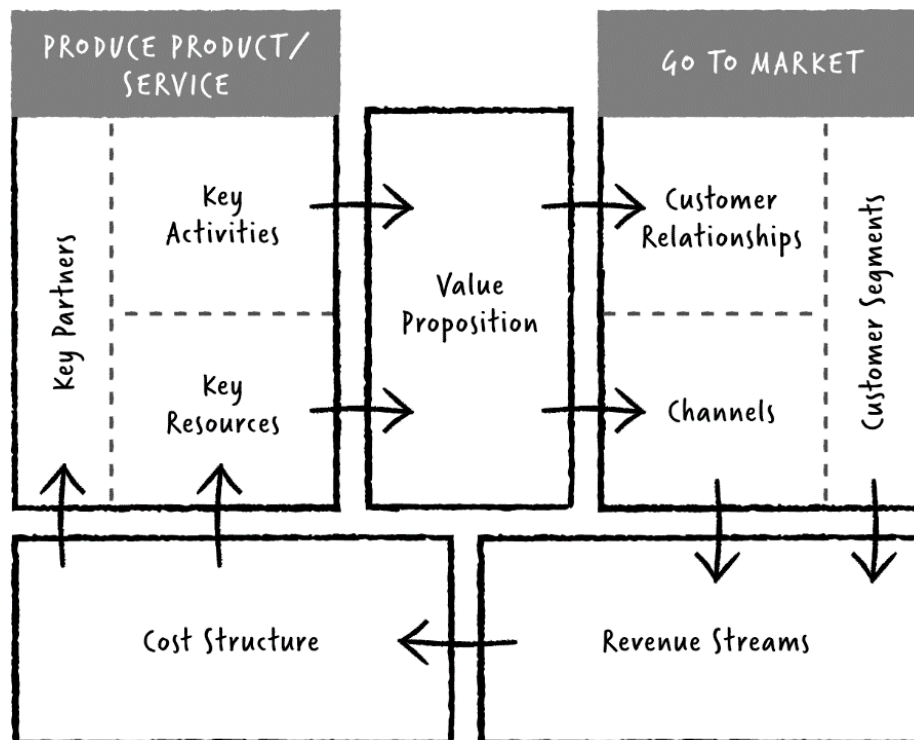


Figure 8.2: Osterwalder's Business Model Canvas

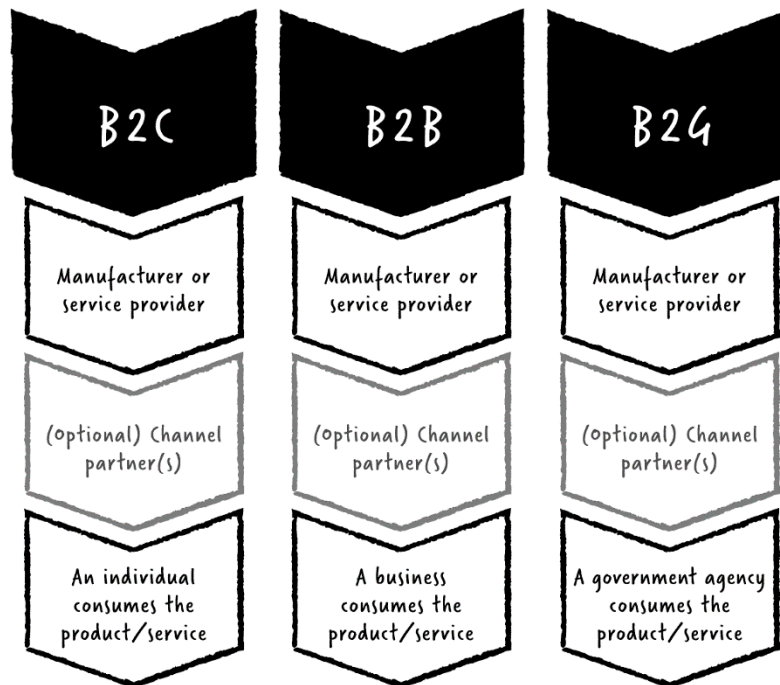


Figure 8.3: Overview of Channels to Market

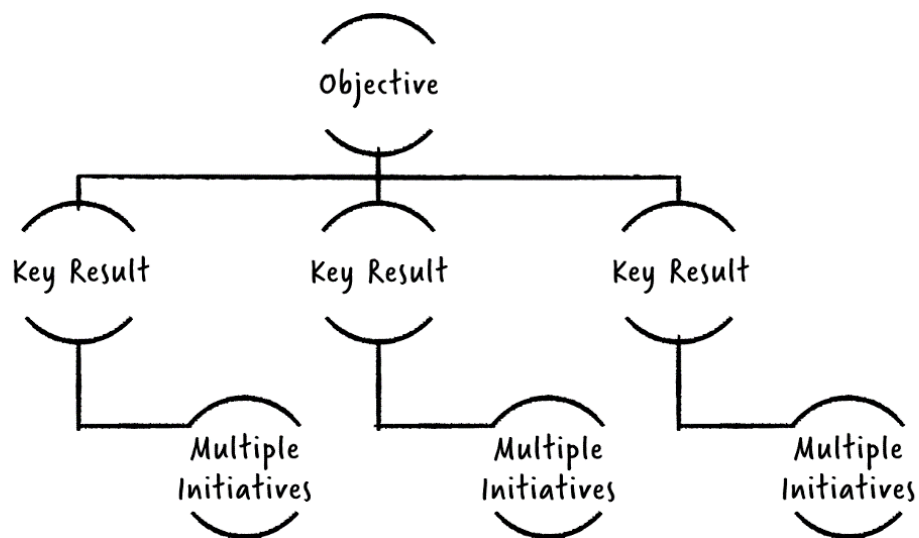


Figure 8.4: Initiatives and Key Results Support Objectives

Domain	Goals	Q1				Q2			
		Target	Actual	Status	Trend	Target	Actual	Status	Trend
Financial	Increase ARR (in \$'000)	\$1,000	\$1,050	✓	↑	\$1,100	\$1,075	X	→
	Customer Acquisition Cost (CAC)	\$750	\$975	X	↓	\$750	\$895	X	↓
	Increase revenue/sale	\$269	\$245	X	↑	\$272	\$273	✓	↑
Customer	Customer Satisfaction (NPS)	75	68	X	↑	77	74	X	↑
	Customer Retention (CRR)	95.6%	96.0%	✓	↓	95.6%	94.0%	X	↑
	Chatbot Success Rate	75.0%	65.1%	X	↑	75.0%	69.8%	X	↑
Systems and Processes	Processes handled by automation	1,000	908	X	↑	1,200	1,106	X	↑
	Automate expense processing	25%	35%	✓	↑	50%	55%	✓	↑
	# of calls to contact center (new App)	800	759	✓	↓	700	674	✓	↓
Learning and Growth	Employee Net Promoter Score (eNPS)	75	62	X	↑	75	68	X	↑
	Internal + External certifications completed	1,000	500	X	↑	1,000	769	X	↑
	Regretted turnover	25	14	✓	↑	25	28	X	↓

Figure 8.5: Example of a Balanced Scorecard
 (✓ = on target; X = off target)

Chapter 9 - Looking Ahead

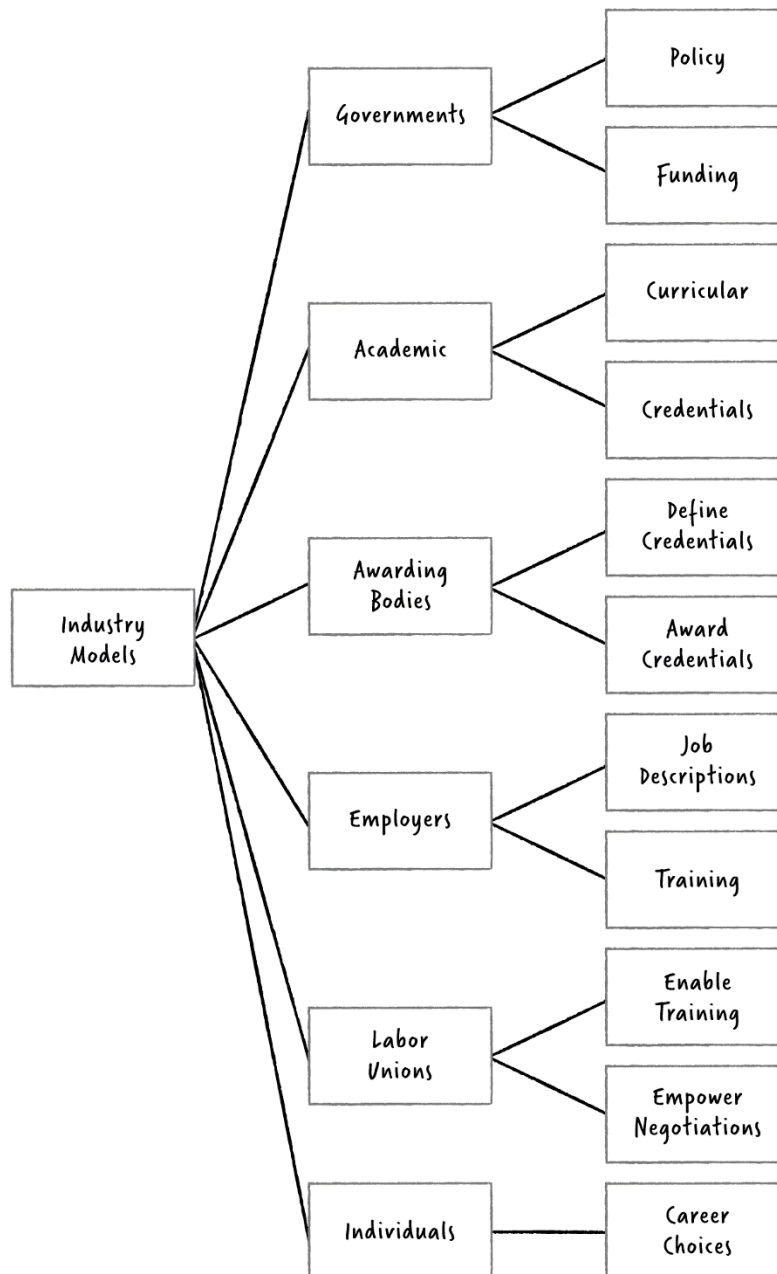


Figure 9.1: Uses of Competency Models