

# Lominger competencies

**Lominger competencies** are a comprehensive set of leadership and management skills used by organizations worldwide to evaluate, develop, and enhance their workforce. Developed by Robert E. Lominger and later acquired by Korn Ferry, these competencies serve as a foundational framework for talent management, leadership development, and organizational effectiveness. They provide a structured approach to identifying the skills, behaviors, and attributes necessary for individuals to succeed in various roles and at different levels within an organization.

In this article, we will explore the origins of Lominger competencies, their structure, key categories, practical applications, and how organizations can leverage them to foster a high-performance culture.

## Understanding Lominger Competencies

### What Are Lominger Competencies?

Lominger competencies are a set of 67 capabilities that describe the skills, behaviors, and attributes essential for effective performance in leadership and managerial positions. These competencies cover a broad spectrum of areas, including strategic thinking, interpersonal skills, problem-solving, adaptability, and execution.

They serve as a common language for talent assessment, development planning, and performance management. By defining clear competencies, organizations can better identify high-potential employees, create targeted development programs, and ensure alignment between individual capabilities and organizational goals.

### History and Development

The framework originated from the work of Robert E. Lominger, a renowned leadership development expert. His extensive research and consulting with numerous organizations led to the creation of a comprehensive competency model that could be universally applied across industries.

In 2006, Korn Ferry, a global organizational consulting firm, acquired Lominger and integrated its competencies into their broader talent management solutions. Today, Lominger competencies are widely recognized and used in leadership assessments, 360-degree feedback tools, and executive coaching.

# Structure of Lominger Competencies

## The Core Framework

The Lominger framework encompasses 67 competencies organized into categories that reflect different dimensions of effective leadership and management. These categories help organizations target specific areas for development and tailor their talent strategies accordingly.

Each competency is described with behavioral indicators that illustrate what effective performance looks like at various levels. This detailed approach ensures clarity and consistency in assessment and development processes.

## Categories of Competencies

The competencies are typically grouped into the following categories:

- **Leading Others:** Skills related to motivating, developing, and managing teams.
- **Leading the Organization:** Strategic thinking, business acumen, and organizational influence.
- **Executing:** Focused on achieving results, problem-solving, and decision-making.
- **Interpersonal Skills:** Communication, conflict management, and relationship building.
- **Learning and Personal Development:** Adaptability, resilience, and continuous learning.

These categories ensure a holistic approach to leadership development, emphasizing both technical and soft skills essential for organizational success.

## Key Lominger Competencies and Their Significance

Below are some of the most prominent Lominger competencies, along with explanations of their importance:

## **1. Action-Oriented**

This competency emphasizes the ability to take initiative and drive projects forward. Action-oriented leaders are proactive, decisive, and resilient in the face of challenges.

## **2. Business Acumen**

Understanding the operational, financial, and strategic aspects of the organization enables leaders to make informed decisions that align with business goals.

## **3. Customer Focus**

Prioritizing customer needs and ensuring service quality helps organizations build loyalty and competitive advantage.

## **4. Interpersonal Savvy**

Effective communication and relationship management are crucial for influencing stakeholders, resolving conflicts, and fostering collaboration.

## **5. Learning on the Fly**

The ability to quickly adapt and learn from new situations is vital in rapidly changing environments.

## **6. Problem Solving**

Identifying root causes and developing effective solutions are core to operational excellence.

## **7. Drive for Results**

A focus on achieving measurable outcomes ensures organizational objectives are met efficiently.

# **Practical Applications of Lominger Competencies**

## **1. Talent Assessment and Selection**

Organizations utilize Lominger competencies in recruitment processes to evaluate candidates against a standardized set of skills and attributes. This

ensures a better fit between candidates and roles, reducing turnover and enhancing performance.

## **2. Leadership Development Programs**

By identifying competency gaps, companies can design targeted training initiatives. For example, a leader lacking in strategic thinking can participate in workshops aimed at enhancing that specific skill.

## **3. Performance Management**

Integrating competencies into performance reviews provides objective criteria for evaluating employee contributions. Managers can provide specific feedback linked to behavioral indicators, promoting clarity and growth.

## **4. Succession Planning**

Assessing potential leaders against Lominger competencies helps organizations identify future leaders and prepare them through tailored development plans.

## **5. 360-Degree Feedback**

Using Lominger competencies as a basis for 360 assessments offers comprehensive insights into an individual's strengths and areas for improvement from peers, subordinates, and supervisors.

# **Implementing Lominger Competencies in Your Organization**

## **Step 1: Define Organizational Goals and Competency Framework**

Start by clarifying your organization's strategic objectives. Select relevant competencies that align with your culture and business needs.

## **Step 2: Communicate and Train**

Ensure all stakeholders understand the purpose and application of competencies. Conduct training sessions for managers and employees to familiarize them with behavioral indicators and assessment tools.

## Step 3: Incorporate into HR Processes

Embed competency assessments into hiring, performance reviews, and development planning. Use tools like 360 feedback and self-assessments to gather comprehensive data.

## Step 4: Monitor and Adjust

Regularly review the effectiveness of the competency framework. Gather feedback and make adjustments to keep it relevant and impactful.

## Benefits of Using Lominger Competencies

- **Standardized Language:** Facilitates clear communication about skills and expectations.
- **Enhanced Development:** Focused training based on identified gaps accelerates growth.
- **Improved Talent Decisions:** Data-driven insights support better hiring and promotion choices.
- **Organizational Alignment:** Ensures individual capabilities support strategic objectives.
- **Cultural Reinforcement:** Promotes desired behaviors and values within the organization.

## Challenges and Considerations

While Lominger competencies offer many advantages, organizations should be mindful of potential challenges:

1. **Over-Standardization:** Rigid frameworks may overlook unique role requirements or cultural nuances.
2. **Implementation Complexity:** Integrating competencies into existing HR processes requires careful planning and resources.
3. **Bias and Subjectivity:** Assessments must be conducted objectively to prevent bias and ensure fairness.

4. **Continuous Updating:** Competencies should evolve with organizational changes and industry trends.

## **Conclusion**

Lominger competencies provide a valuable, structured approach to developing leadership talent and enhancing organizational performance. By clearly defining the skills and behaviors necessary for success, organizations can make more informed talent decisions, foster a culture of continuous improvement, and drive sustainable growth. Whether used for hiring, development, or performance management, integrating Lominger competencies into your HR strategy can lead to more effective leadership and a more resilient organization.

Implementing these competencies thoughtfully and consistently will ensure they serve as a catalyst for positive change, helping your organization adapt to future challenges and opportunities.

## **Frequently Asked Questions**

### **What are Lominger competencies and why are they important in leadership development?**

Lominger competencies are a set of behavioral skills and capabilities identified as essential for effective leadership and organizational success. They are used in talent management, selection, and development to help individuals and organizations align their skills with strategic goals.

### **How can organizations effectively utilize Lominger competencies in their HR processes?**

Organizations can incorporate Lominger competencies into their recruitment, performance management, and leadership development programs by creating competency-based assessments, interview guides, and development plans to identify and nurture key capabilities.

### **What is the relationship between Lominger competencies and the Korn Ferry Leadership Architect?**

The Korn Ferry Leadership Architect is a comprehensive framework that includes Lominger competencies as part of its core set of leadership

capabilities used for talent assessment, development, and succession planning.

## **Are Lominger competencies adaptable across different industries and organizational cultures?**

Yes, Lominger competencies are designed to be versatile and can be tailored to fit various industries and organizational cultures by selecting and emphasizing relevant behaviors and skills.

## **How do Lominger competencies support succession planning?**

They help identify high-potential employees by evaluating their behaviors and skills against key competencies, enabling targeted development and smooth leadership transitions.

## **Can Lominger competencies be integrated with other leadership models or frameworks?**

Absolutely, Lominger competencies are often integrated with other frameworks like 360-degree feedback, emotional intelligence models, and competency-based interview techniques to create a comprehensive leadership development approach.

## **What are some common examples of Lominger competencies used in organizations?**

Examples include Decision Quality, Learning on the Fly, Interpersonal Skills, Drive for Results, and Managing Complexity, among others.

## **How can individuals develop Lominger competencies to enhance their leadership capabilities?**

Individuals can develop these competencies through targeted training, coaching, self-assessment, seeking feedback, and practical experience aligned with the specific behaviors associated with each competency.

## **Additional Resources**

Lominger Competencies: A Comprehensive Analysis of a Leadership Development Framework

The concept of Lominger competencies has become a cornerstone in modern leadership development, talent management, and organizational effectiveness. Developed by the Lominger company—founded by Robert E. ("Bob") Eichinger and

Michael M. Lombardo—these competencies serve as a detailed blueprint for identifying, developing, and assessing leadership qualities across various levels within organizations. As the world of work continues to evolve rapidly, understanding these competencies offers vital insights into how organizations can foster effective leaders who are adaptable, strategic, and resilient.

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## **Understanding the Origins and Foundations of Lominger Competencies**

### **Historical Context and Development**

The Lominger competencies emerged from extensive research and practical experience in leadership development during the late 20th century. Bob Eichinger and Michael Lombardo, both renowned experts in talent management and organizational psychology, recognized the need for a standardized set of leadership skills that could be reliably measured and cultivated across diverse industries.

Their pioneering work led to the development of the Leadership Architect framework, which cataloged and defined a comprehensive set of competencies essential for effective leadership. This framework was designed to be both actionable and adaptable, accommodating the unique needs of different organizations while maintaining a core set of universally recognized leadership qualities.

### **The Core Philosophy Behind Lominger Competencies**

The fundamental premise of the Lominger competencies is that effective leadership is comprised of specific, observable behaviors rather than abstract traits or personality types. By focusing on competencies—competencies being measurable and trainable skills—organizations can better identify potential, develop existing talent, and create leadership pipelines.

This competency-based approach emphasizes:

- Behavioral specificity: Clear definitions of what effective performance looks like.
- Developmental focus: Providing pathways for growth rather than merely measuring current abilities.
- Assessment and feedback: Using structured tools for evaluation and



coaching.

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## **The Structure and Content of Lominger Competencies**

### **The Leadership Architect Framework**

The core of Lominger's offering is the Leadership Architect tool, which consists of a comprehensive catalog of competencies—originally numbering 67, later expanded to over 70—that cover a broad spectrum of leadership activities. These competencies are organized into clusters or groups to facilitate understanding and application.

Main clusters include:

1. Leading Organizational Change
2. Executing for Results
3. Building Relationships
4. Creating Vision
5. Self-Development and Personal Effectiveness
6. Business Acumen and Strategic Thinking

Each competency within these clusters is defined with behavioral indicators, enabling clear assessment and targeted development.

### **Examples of Key Competencies**

Some of the most widely recognized Lominger competencies include:

- Decision Quality: The ability to make sound decisions based on thorough analysis.
- Interpersonal Skills: Effectively building relationships and influencing others.
- Learning on the Fly: Quickly adapting and applying new information.
- Dealing with Ambiguity: Comfortably managing uncertain or complex situations.
- Customer Focus: Prioritizing customer needs and satisfaction.

These competencies are not only descriptive but also prescriptive, guiding individuals on behaviors to develop for enhanced effectiveness.

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# **Application of Lominger Competencies in Organizations**

## **Assessment and Selection**

Organizations leverage Lominger competencies extensively during recruitment and selection processes. Structured assessments—such as behavioral interviews, 360-degree feedback, and specialized tools like the Leadership Architect—help identify candidates' strengths and developmental areas.

By aligning candidate profiles with competency dictionaries, organizations can make more objective hiring decisions, ensuring a better fit for leadership roles and reducing turnover.

## **Leadership Development and Training**

Lominger competencies form the backbone of many leadership development programs. They provide a clear framework for:

- Identifying Development Needs: Pinpointing specific competencies requiring improvement.
- Designing Training Interventions: Creating targeted workshops, coaching, and mentoring initiatives.
- Tracking Progress: Monitoring behavioral changes over time to evaluate effectiveness.

For example, a program might focus on enhancing competencies like Managing Through Systems or Organizational Savvy to prepare leaders for complex, matrixed environments.

## **Performance Management and Succession Planning**

In performance appraisals, Lominger competencies serve as a set of standards against which behaviors are evaluated. Managers can provide structured feedback based on observable behaviors linked to each competency.

Additionally, these competencies assist in succession planning by highlighting potential leaders' readiness and areas for growth, ensuring a steady pipeline of capable talent.

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# Advantages and Limitations of Lominger Competencies

## Advantages

- Standardization: Provides a common language and framework for leadership across the organization.
- Behavioral Focus: Emphasizes observable behaviors that can be trained and developed.
- Comprehensive Coverage: Addresses a broad spectrum of skills, from strategic thinking to interpersonal skills.
- Alignment: Facilitates alignment between organizational goals and individual development.
- Data-Driven Decisions: Supports objective assessment through structured tools.

## Limitations and Criticisms

- Over-Simplification: Complex human behaviors may not always be fully captured within predefined competencies.
- Context Dependency: Effectiveness of certain competencies can vary across cultures and organizational contexts.
- Implementation Challenges: Requires significant investment in training and consistent application for maximum benefit.
- Potential for Labeling: Over-reliance on competency assessments may lead to pigeonholing or limiting individual growth opportunities.

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## Recent Developments and Future Trends in Lominger Competencies

### Integration with Modern Leadership Models

Recent iterations of Lominger's framework have integrated insights from emotional intelligence, resilience, and adaptability—traits that are increasingly critical in today's volatile work environments. The evolution reflects a broader understanding that leadership effectiveness hinges on both behavioral competencies and intangible qualities.

## Digital Tools and Data Analytics

Advancements in digital assessment platforms have made Lominger competencies more accessible and scalable. Organizations now employ sophisticated data analytics to track competency development, predict leadership potential, and personalize training programs.

## Global and Cross-Cultural Considerations

As organizations expand globally, the applicability of Lominger competencies has been tested across diverse cultural contexts. There is a growing emphasis on adapting competency models to local cultures while maintaining core leadership standards.

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## Conclusion: The Strategic Value of Lominger Competencies

The Lominger competencies framework offers a robust, behaviorally anchored approach to developing leadership and talent management strategies. Its comprehensive catalog of skills and behaviors helps organizations identify high-potential individuals, tailor development initiatives, and foster a culture of continuous improvement.

While not without limitations, the model's emphasis on observable behaviors, combined with modern technological enhancements, ensures its relevance in contemporary organizational development. As the nature of leadership continues to evolve amid technological disruption and global interconnectedness, frameworks like Lominger's provide a vital foundation for cultivating adaptable, competent, and effective leaders.

In essence, mastering and applying Lominger competencies can serve as a strategic differentiator, empowering organizations to navigate complexity and achieve sustainable success through their people.

## [Lominger Competencies](#)

**lominger competencies:** Recruitment and Selection Carrie A. Picardi, 2019-03-13 The workforce is changing and talent management is more important than ever. Recruitment and Selection: Strategies for Workforce Planning & Assessment unpacks best practices for designing, implementing, and evaluating strategies for hiring the right people. Using a proven job analysis framework, author Carrie A. Picardi uses her academic and industry experience to teach students

how to assess candidates in an accurate, legal, and ethical manner. With clarity and relevance, this book truly bridges theory and concept with practice in an engaging manner and will benefit students who need to hit the ground running to successfully manage workforce needs and activities in a myriad professional settings.

**lominger competencies:** Building High-Performance Local Governments John Pickering, Gerald Brokaw, Philip Harnden, Anton Gardner, 2014-09-16 Don't permit your organization to be lulled into complacency after recovering from a tough recession. Explore what's necessary to improve the performance of your organization, including the development of leaders at all levels who will use their full capabilities to boost collective results. The High-Performance Organization Model identifies the steps needed to diagnose what will be required to achieve the strategic outcomes you define as success. It shows which levers will move the organization in the direction you decide is critical. This book contains more than just theory; here you'll find case studies of local governments—demonstrating how Commonwealth Centers for High-Performance Organizations' (CCHPO) model has been applied in the past to improve performance. You will learn how employees emerged as leaders to identify and tackle problems, developed the tools needed, and organized their thoughts to work through solutions which could be applied effectively without the traditional bureaucratic hassle. These examples show how a supportive, values-based work culture can be cultivated to expand thinking power by increasing discretionary effort from all levels of the organization. Engaged employees can be leaders who refocus your services, improve your processes, save money, and solve problems. Your organization can benefit from the full range of talents, skills, and abilities that often lie untapped, but become accessible through the principles of the High-Performance Organization model. This model will be an indispensable tool for any person looking to make significant improvements throughout their organization. The detailed case studies and easy-to-follow model created by the Commonwealth Center for High-Performance Organizations make for a pleasantly informative guide that will give a special advantage to readers who implement their standards.

**lominger competencies:** The People CMM Bill Curtis, William E. Hefley, Sally A. Miller, 2009-07-07 Organizations are now competing in two markets, one for their products and services and one for the talent required to produce or perform them. Success in the former is determined by success in the latter. The ability to compete is directly related to the ability to attract, develop, motivate, organize, and retain the talented people needed to accomplish strategic business objectives. The People CMM, as documented in this authoritative book, is a framework for human capital management. Broadly adopted by small and large organizations worldwide, it provides proven tools for addressing strategic workforce and critical people issues. It helps organizations: Establish workforce practices aligned with current and future business objectives Characterize the maturity of workforce practices Guide a program of continuous workforce development Integrate workforce development with continual process improvement People CMM®, Second Edition, documents Version 2 of the People CMM and Describes practices for each maturity level, with guidance on how to interpret and apply them Explains capabilities for workforce development at each maturity level Shows how to apply the framework as a workforce assessment standard and a guide in planning and implementing improvement Presents case studies to illustrate how the People CMM has lead organizations to effective, repeatable, and lasting success in workforce development The book is aimed at people responsible for developing and implementing human capital strategies and plans in their organizations, managing or developing the workforce, implementing advanced workforce practices, nurturing teams, and transforming organizational culture. It is especially useful for businesses undergoing critical organizational changes.

**lominger competencies:** Developing Management Proficiency Deb Cohen, 2019-12-06 Developing Management Proficiency: A Self-Directed Learning Approach is a pragmatic, easy-to-follow roadmap for managers to help develop the behaviors and skills necessary for success. Strong behavioral competencies are essential for any manager today. Emphasizing a self-directed learning approach, this book is designed to transform passive learners into active learners by

helping to develop behavioral skills, based on individual needs. By providing the reader with the tools for self-directed learning, Deb Cohen provides an unending mechanism to learn, improve, and grow, helping develop the proficiencies needed to be successful in doing their job or advancing in their career. With features such as practical examples, worksheets, tables, and figures, the book is packed full of self-directed learning activities including role play, observation, networking, journaling, and questioning, all powerful drivers of learning and development. With expert guidance on how to approach personal development in day-to-day activities rather than in a formal course setting, this book is an essential resource for managers at all levels, as well as anyone training or interested in a managerial role.

**lominger competencies: Leadership Resources** Center for Creative Leadership, Greensboro, NC., 2000 This guide provides over 300 pages of resources suggested by leadership educators in surveys, Center for Creative Leadership staff, and search of library resources. This eighth edition is half-new, including web sites and listserv discussion groups, and it places a stronger focus on meeting the needs of human resources professionals and corporate trainers. An annotated bibliography groups leadership materials in several broad categories: overview; in context; history, biography and literature; competencies; research, theories, and models; training and development; social, global, and diversity issues; team leadership; and organizational leadership (180 pages). Includes annotated lists of: journals and newsletters (9 pages); instruments (21 pages); exercises (41 pages); instrument and exercise vendors (5 pages); videos (29 pages); video distributors (4 pages); web sites (6 pages); organizations (21 pages); and conferences (9 pages). (Contains a 66-page index of all resources.) (TEJ)

**lominger competencies: HR Demystified** Miguel E. Lopez, 2025-07-23 Unleashing the Art & Essence of Human Resources A Strategic, Empathetic, and Global Odyssey Transform HR from a transactional function into a force that reshapes organizations and enriches lives. Drawing on four decades of cross-industry, international leadership—from Mexico’s dynamic markets to blue-chip boardrooms—Miguel Lopez delivers a rigorous blueprint for navigating today’s Human Capital complexity. Like a gnarled tree whose twisted branches reveal unexpected beauty, modern HR demands a discerning eye for imperfection—and the conviction that meaning is created through perception, whether you’re interpreting art or decoding corporate culture. Inside, you will learn how to: • Architect high-performance HR ecosystems with third-party HRIS solutions such as Rippling, liberating your team to focus on strategic imperatives. • Operationalize the ADKAR model to accelerate and sustain enterprise-wide transformation. • Harness mental-fitness disciplines, the Disney “WOW” ethos, and the Losada Ratio to supercharge employee engagement. • Leverage the Nine-Box Grid and Lominger competency framework to cultivate robust leadership pipelines. • Prioritize with precision using the Eisenhower Matrix and a disciplined Battle Rhythm. • Build unshakeable trust, guide stakeholders through disruption, and instill a lasting culture of excellence. Infused with vivid storytelling, philosophical depth, and the resolute pragmatism of lived experience, this guide is both profoundly personal and eminently practical. Whether you’re an HR practitioner, a corporate executive, or an agent of change, Lopez’s methodology will challenge your assumptions, empower your decisions, and inspire you to forge a legacy that truly matters. “Change is what happens to us every day; Transformation is what we choose to do differently.” — Miguel Lopez

**lominger competencies: The Six Disciplines of Breakthrough Learning** Roy V. H. Pollock, Andrew McK. Jefferson, Calhoun W. Wick, 2015-04-21 Get real results for your business - maximize your training and development programs Corporate learning and development programs play an undeniable role in successful business endeavors, but only when they're done right. The significant revisions in the third edition of The Six Disciplines of Breakthrough Learning add fresh, timely elements to a resource that has become known globally as a trusted guide for professionals determined to get the most of their companies' training and development programs. All-new examples, tools, guides, and insights combine to make an excellent, all-in-one resource for everyone from workplace professionals and HR managers to training development providers and businesses leaders looking to maximize the return on their enterprise's learning budget. Infused with current

research and recent case studies, this resource serves as a practical guide that recommends concrete actions for producing tangible results. Tools, guides, and checklists in every chapter ensure that readers walk away with meaningful strategies that can be implemented right away. The book includes: A complete review of research drawn from thousands of insights, goals, and lessons learned Specific strategies and actions that can be put into effect quickly for immediate results A focus on ROI for business leaders wanting to make a clearer connection between dollars spent and new skills gained Checklists in each chapter to help learning organizations perform quality audits of new and existing learning programs The third edition of *The Six Disciplines of Breakthrough Learning* contains so many new resources and so much thoroughly-revised content that even those who own previous editions will find its reinvigorated approach highly beneficial. Strengthen the link between your learning efforts and your business goals with this increasingly popular, globally recognized resource.

**lominger competencies:** *Understanding the Secrets to Career Advancement* David DiMartile, 2012-03-30 Being in a leadership role and being part of something bigger than oneself brings great satisfaction but how do you get there? How do you make your way into the positions that will allow you to lead change, manage a business, head up a project, and get into a position where you can bring your skills and talent to help a company succeed and at the same time bring personal satisfaction to yourself? In *Understanding the Secrets to Career Advancement*, author and human resource expert David DiMartile gives young professionals insight into what senior leaders are looking for when considering people for promotional opportunities. Filled with a host of self-help tips, DiMartile shows you how to: know the difference between a job and a career and use that to your advantage; define success in a career; understand the role of the individual contributor, the manager, and the executive and their success competencies; be on your best behavior to keep your job and move up the ladder; manage your career. Providing a how-to guide, *Understanding the Secrets to Career Advancement* helps you identify your best career path and then manage that career to ensure success.

**lominger competencies:** *Serious Games, Interaction, and Simulation* Carlos Vaz de Carvalho, Paula Escudeiro, António Coelho, 2016-03-24 This volume constitutes the proceedings of the 5th International Conference on Serious Games, Interaction, and Simulation, held in Novedrate, Italy, in September 2015. The 16 revised full papers together with 2 keynote papers were carefully reviewed and selected for inclusion in this book. They focus on the design, development, use, and application of games for purposes other than entertainment. As such they cover areas like cognition, psychology, technology-enhanced education, evaluation and assessment, multimedia and information technology, and feature new scientific approaches and results from experiments and real-life applications.

**lominger competencies:** *The CIO Edge* Graham Waller, Karen Rubenstrunk, George Hallenbeck, 2010-11-11 Great CIOs consistently exceed key stakeholders' expectations and maximize the business value delivered through their company's technology. What's their secret? Sure, IT professionals need technological smarts, plus an understanding of their company's goals and the competitive landscape. But the best of them possess a far more potent ability: they forge good working relationships with everyone involved in an IT-enabled project, whether it's introducing new hardware or implementing a major business transformation. In *The CIO Edge*, the authors draw on Korn/Ferry International's extensive empirical data on leadership competencies as well as Gartner's research on IT trends and the CIO role. They prove that, for IT leaders, mastering seven essential skills yields big results. This new book lays out the people-to-people leadership competencies that the highest-performing CIOs have in common—including the ability to inspire others, connect with a diverse array of stakeholders, value others' ideas, and manifest caring in their relationships. The authors then explain how to cultivate each defining competency. Learn these skills, and you'll get more work done through others' enabling you to successfully execute more IT projects, generate better results for your company, and concentrate your efforts where they'll exert the most impact. The payoff? As the authors show, you'll work smarter, not harder—and get

promoted far faster than your peers.

**lominger competencies:** The Behavior Breakthrough Steve Jacobs, 2013-05-28 What's the secret to superior execution? Is it brilliant strategy? Better processes? Superior technology? No. None of these suffices individually, or even in combination. To perform well over the long term, to make everyone's valiant efforts work and "stick," you need another ingredient, something basic and seemingly ordinary: behavior. New results require new behavior. It's that simple—and that difficult. The Behavior Breakthrough reveals the quiet revolution that is underway in pioneering and successful organizations. Their people routinely focus on "move the needle" priorities, they skillfully identify the new actions that are required to win, and they consistently perform them. In this compelling book, organizational behavior expert Steve Jacobs and his colleagues explain how these companies do it, presenting the game-changer for new business results. They offer lessons on identifying high-impact behavior, fostering it, and building new and lasting competitive advantage. Moreover, they share the important implications of behavioral leadership for breakthroughs in executing business plans, coaching for elite performance, guiding large-scale change, building culture, and accelerating talent strategies. Distilling decades of research and experience, the authors deliver a career-changing and life-changing book that will give you "new eyes," simple models for everyday use, and inspiring and instructive stories of Fortune 500 leaders who have won big results.

**lominger competencies:** Delivering High Performance Douglas G. Long, 2016-05-13 Douglas Long is the author of Third Generation Leadership and the Locus of Control which focused on the new understanding of what influences individuals' values, world views and the behaviours needed to facilitate leadership fit for the future. Here, in Delivering High Performance, he concentrates on individual, unit and organisational performance when an organisation is using a Third Generation Leadership approach. Leaders constantly seek high performance and high levels of staff engagement; but achieving either depends on the competence and commitment of individuals or groups. The relationships between these factors are complex. Many people are competent to do things - they have the ability - but are not prepared to do them. They lack the willingness, confidence or motivation and the readiness to perform. You can even have the most committed and capable people in the world, yet still miss performance targets if there are issues with other factors impacting on performance. This book is a response to enquiries from those excited by the prospect of a Third Generation Leadership approach but who still have to grapple with performance issues - people who want to obtain and maintain high performing organisations. In that sense it builds on the new knowledge imparted in Third Generation Leadership and the Locus of Control. It is a 'How to ...' book that gives the reader practical tools that can be immediately applied and activities that can be undertaken in order to develop and maintain the required or even the desired level of performance.

**lominger competencies:** Filling the Leadership Pipeline Robert B. Kaiser, 2005 Competition is fiercer today than ever before, and effective leadership represents a rare source of competitive advantage. With strong leadership and a richly stocked pool of future leaders, organizations prosper and endure. There is an easy case to make for the imperative of investing in tomorrow's leaders today. It's the law of supply and demand: more organizations in greater competition under increased pressure to perform put a premium on scarce talent. The labor economy has become a seller's market, and poaching or luring talent away from other organizations is a losing proposition. The alternative is to become good at developing your talented managers into great leaders and aggressively seeking out potential and developing it anywhere and everywhere you can find it across the organization. The purpose of this volume is to share what has been learned in the last few years of increased attention to the systematic and strategic cultivation of leadership talent. The time is ripe for leading practitioners to share key lessons about building and filling a leadership pipeline.

**lominger competencies:** The Encyclopedia of Human Resource Management, Volume 1 William J. Rothwell, 2012-03-12 The three volumes in The Encyclopedia of Human Resource Management offer a comprehensive review of the essential issues and most important information available on the topic. Each volume in the encyclopedia contains contributions from some of the



most celebrated names in the field of human resource management (HRM) and addresses the myriad challenges faced by today's human resource professionals. Volume 1 puts the focus on the definition of terms and practices that are most relevant to today's human resource management (HRM) professionals. The contributors bring an up-to-date perspective of HRM definitions and practices and for ease of access, the terms are presented in alphabetical order. Each contributor includes the most recent research on a particular topic and summarizes a new and progressive definition of these important terms. The book begins with an enlightening discussion of the evolving practice of talent management and contains the following topics: Affirmative Action, Assessment, Business Ethics, Campus Recruitment, Career Development, Compensation, Drug Tests, Employee Relations, Flexible Benefits, Glass Ceiling, HR Metrics and Analytics, Mergers and Acquisitions, National Labor Relations Act, Quality Circles, Recruitment and Selection, Self-Directed Work Teams, Social Responsibility, Strategic Human Resource Management, Training Needs Analysis, Work Family Balance, and more. The Encyclopedia of Human Resource Management gives human resource professionals the knowledge, information, and tools needed to implement the best practices in the field.

**lominger competencies: Employer Branding for the Hospitality and Tourism Industry** Sjoerd Gehrels, 2019-07-10 This book explores the concept of Employer Branding (EB) as applied to the hospitality sector. Employer branding aims to assist businesses in becoming the employer of choice for potential employees. As such, the concept has potential to change classical approaches of managing people and to improve opinions on careers in the hospitality sector.

**lominger competencies: The Cornell School of Hotel Administration Handbook of Applied Hospitality Strategy** Cathy A. Enz, 2010-07-14 This state-of-the-art handbook approaches the topics of hospitality strategy with an emphasis on immediate application of ideas to current practice. Top hospitality scholars make original contributions with the inclusion of senior level executives input, insights and current best practices. By incorporating the latest research and thinking on various strategic topics with the commentary and insights of successful executives this handbook blends cutting edge ideas and comprehensive reviews of the subject with innovative illustrations and examples from practice. The strength of the handbook is its combination of academic rigour and hospitality application. The handbook will have a clear reference orientation and focus on key topical issues and problem of interest to practitioners and advanced students of hospitality strategy.

**lominger competencies: The 2009 Pfeiffer Annual** Delta Organization & Leadership LLC, 2009-03-03 Leadership development continues to be a top concern for most organizations. The third Pfeiffer Annual of Leadership Development has arrived! This year, four editors have brought together some of the best minds in the leadership world to reflect on four distinct topics: Leading in a Global World, Convergence and Collaboration & Risk and Innovation, and The Customer-Connected Leader.

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