

Contents

Foreword	ix
Preface	xiii
Chapter 1. Frameworks	1
Origins of Job Analysis	2
The Art and Science of Job Analysis	8
Behavioral Simplicity	13
The Tradeoffs	17
The Good and Bad of Frameworks	21
Chapter 2. Talent Acquisition	27
More Than a Single Brand	29
Let's Be Realistic	35
Compelling Themes	40
From Message to Market	46
How It's Done	50
Chapter 3. Capability Assessment	57
Evaluating Value and Risk	59
Legal Requirements	66
Assessment by Interview	68
Knowledge, Skills, and Abilities	77
Work Simulations	88
Where to from Here?	94
Chapter 4. Psychometric Assessment	97
But First, an Experiment	98
Employee Needs	101
Personality Traits	104
Shared Values	112
Motivated Employees Are Engaged Employees	115

Changes in Motivation with Age and Generations	118
Restoring the Balance with Person-Environment Fit	122
Chapter 5. Employee Development	127
Psychological Contract	129
Assessment for Development	133
Developmental Challenges	140
Support Through Coaching and Mentoring	146
Moving Together or Apart	151
Chapter 6. Change	155
Breaking the Psychological Contract	157
Succession Planning	159
High Potentials and the Learning Agile	163
Driving Performance	168
Big Data and Monitoring Change	173
From a Balanced to a Transactional Contract	175
Conclusion	177
About the Author	181
Acknowledgments	183
Resources	185
Index	195