

Lominger 67 competencies list

Understanding the Lominger 67 Competencies List: A Comprehensive Guide

Lominger 67 competencies list is a foundational framework in the world of talent management and organizational development. Understanding these 67 competencies is crucial for businesses seeking to build high-performing teams, identify leadership potential, and foster a culture of continuous growth. This comprehensive guide will delve into the intricacies of the Lominger 67, categorizing them and explaining their significance in driving individual and organizational success. We will explore the overarching themes, break down key competency areas, and illustrate how organizations can leverage this powerful tool for recruitment, performance management, and succession planning. By dissecting this extensive list, you'll gain insights into the essential skills and behaviors that contribute to effective leadership and employee engagement.

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Introduction to the Lominger 67 Competencies

The Lominger 67 competencies represent a meticulously researched and validated set of behavioral and skill-based attributes that are instrumental in achieving business objectives. Developed by Lominger (now part of Korn Ferry), this extensive framework provides a standardized language for defining, assessing, and developing talent within an organization. It moves beyond simple job descriptions to focus on the underlying capabilities that enable individuals to excel in their roles and contribute to the company's strategic goals. The Lominger 67 list is not merely a collection of skills; it's a sophisticated model designed to foster a deeper understanding of what truly drives performance and leadership effectiveness. Businesses that effectively utilize this competency model can gain a significant competitive advantage through superior talent acquisition and development.

Categorizing the Lominger 67: Key Themes

To make the vast Lominger 67 competencies list more digestible and actionable, they are typically grouped into broader categories or clusters. These themes help to organize the competencies by their overarching purpose and the type of behaviors they represent. Understanding these primary themes is the first step in grasping the breadth and depth of the Lominger model. This categorization allows HR professionals and leaders to identify skill gaps and development needs more efficiently. The core idea is that certain competencies are interlinked and contribute to different facets of an individual's professional effectiveness.

1. Leading and Deciding Competencies

This cluster focuses on the ability to make informed decisions, set direction, and drive action. It encompasses competencies related to strategic thinking, problem-solving, and accountability. Leaders in this category are decisive and can navigate complex situations with clarity and purpose. They are adept at analyzing information, evaluating options, and committing to a course of action, even when faced with ambiguity. This cluster is fundamental for anyone in a leadership position or aspiring to one.

2. Supporting and Cooperating Competencies

These competencies highlight the importance of teamwork, interpersonal relationships, and collaboration. Individuals strong in this area build positive working relationships, understand diverse perspectives, and contribute effectively to group efforts. They foster an environment of trust and mutual respect, which is essential for any cohesive team. The ability to work harmoniously with others is a cornerstone of organizational success.

3. Interacting and Presenting Competencies

This cluster emphasizes communication, influence, and the ability to engage with others effectively. It includes competencies related to persuasive communication, public speaking, and building rapport. Individuals excelling here can articulate their ideas clearly, inspire confidence, and gain buy-in from stakeholders. Strong presentation skills and the ability to influence decision-making are critical in many roles.

4. Analyzing and Informing Competencies

These competencies pertain to the intellectual abilities required to process information, understand complex data, and share knowledge. They include skills like attention to detail, critical thinking, and information gathering. Individuals with these strengths can dissect problems, identify patterns, and communicate findings effectively. They are crucial for informed decision-making and continuous learning.

5. Relating and Organizing Competencies

This cluster combines aspects of interpersonal effectiveness with organizational prowess. It includes competencies such as resilience, adaptability, and the ability to manage one's own work and time effectively. Individuals in this category can handle pressure, adjust to changing circumstances, and maintain productivity. They are often the backbone of operational efficiency.

6. Innovating and Adapting Competencies

These competencies focus on creativity, openness to new ideas, and the ability to adapt to change. They are vital for organizations looking to stay ahead in dynamic markets. This cluster includes competencies like conceptual thinking and forward-thinking. Individuals with these strengths are often the drivers of innovation and future growth.

Detailed Exploration of Lominger Competency Clusters

Beyond the broad categories, diving deeper into the specific competencies within each cluster reveals the nuanced skills and behaviors that Lominger has identified. Each of the 67 competencies, while distinct, contributes to the overall effectiveness of an individual within their role and the organization. Understanding these specific competencies allows for more targeted development and assessment.

Harnessing the Lominger 67 for Talent Management

The Lominger 67 competencies list is an invaluable tool for modern talent management strategies. By systematically applying these competencies, organizations can elevate their recruitment, performance appraisal, and succession planning processes. It provides a consistent and objective basis for evaluating candidates and existing employees, ensuring that the right people are in the right roles and are being developed effectively. This strategic approach to talent maximizes the potential of the workforce.

Recruitment and Selection

When recruiting new talent, understanding the Lominger 67 allows for the creation of competency-based job descriptions and interview questions. This ensures that candidates are assessed not just on their experience but on the specific behaviors and skills that predict success in a given role. Behavioral interview questions, designed to elicit examples of past performance, are particularly effective in gauging competency levels. This rigorous approach helps to reduce hiring mistakes and build a stronger talent pipeline.

Performance Management and Development

Integrating the Lominger 67 into performance management systems provides a clear framework for setting objectives, providing feedback, and identifying development needs. Managers can use the competencies to coach employees, pinpoint areas for improvement, and create personalized

development plans. This fosters a culture of continuous learning and growth, where employees understand what is expected of them and how they can excel.

Succession Planning and Leadership Development

For succession planning, the Lominger 67 competencies offer a robust model for identifying high-potential employees and preparing them for future leadership roles. By assessing individuals against leadership competencies, organizations can proactively build a pipeline of future leaders equipped with the necessary skills to navigate evolving business challenges. This ensures business continuity and strategic alignment.

Implementing the Lominger 67 in Your Organization

Successfully implementing the Lominger 67 competencies requires a strategic and phased approach. It's not simply about adopting a list; it's about embedding it into the organizational culture and processes. This requires buy-in from leadership and clear communication to all employees.

- Define which competencies are most critical for each role and level within the organization.
- Integrate competency assessments into the recruitment process, including structured interviews and case studies.
- Develop training programs and resources to help employees understand and develop the target competencies.
- Incorporate competencies into performance review processes, linking them to feedback and development plans.
- Regularly review and update the chosen competencies to ensure they remain relevant to the organization's strategic goals.

Benefits of a Robust Competency Framework

Adopting a comprehensive competency framework like the Lominger 67 offers numerous benefits to an organization. It creates a common language for talent, improves decision-making, and fosters a more engaged and high-performing workforce. The clarity and consistency provided by such a framework are invaluable for navigating the complexities of human capital management. Ultimately, a well-implemented competency model contributes directly to the organization's bottom line and long-term sustainability.

Frequently Asked Questions

What are the core categories of Lominger's 67 competencies?

Lominger's 67 competencies are broadly categorized into three main areas: Leading Oneself, Leading Others, and Leading the Business.

How are the Lominger 67 competencies typically used in organizations?

They are commonly used for leadership development, performance management, talent assessment, succession planning, and employee selection.

Can you give an example of a competency within 'Leading Oneself' and explain its significance?

An example is 'Self-Awareness'. Its significance lies in understanding one's strengths, weaknesses, emotions, and how they impact others, which is crucial for personal growth and effective leadership.

What is a key competency related to 'Leading Others' and why is it important?

'Developing Others' is a key competency. It's important because effective leaders foster the growth and development of their team members, leading to increased engagement and organizational capability.

Give an example of a competency within 'Leading the Business' and its relevance.

'Strategic Thinking' is a competency within 'Leading the Business'. Its relevance is in its ability to analyze the competitive landscape, anticipate future trends, and make informed decisions that drive the organization forward.

How does the Lominger 67 competencies list contribute to a more objective performance evaluation?

By providing a standardized and defined set of observable behaviors and skills, the list allows for more consistent and objective assessments of an individual's performance against specific criteria, reducing subjective bias.

What is the relationship between the Lominger 67 competencies and leadership potential?

The competencies are seen as indicators of leadership potential. Individuals who consistently demonstrate higher levels of proficiency across key competencies are often identified as having greater potential for leadership roles.

Are the Lominger 67 competencies updated regularly to remain relevant?

While the core framework is established, organizations often adapt and contextualize the competencies to their specific industry and evolving business needs. However, the original Lominger framework itself is a well-researched and enduring model.

Additional Resources

Here is a numbered list of 9 book titles related to the Lominger 67 Competencies list, each with a short description:

1. *Unlocking Potential: The Science of Strengths-Based Development*

This book delves into the principles and practical applications of identifying and leveraging individual strengths. It explores how a strengths-based approach can significantly enhance performance, engagement, and overall well-being. Readers will discover actionable strategies for self-awareness and for fostering development in others, aligning directly with competencies focused on self-awareness and developing others.

2. *Leading with Vision: Inspiring and Guiding Your Organization*

Focusing on the critical competencies of vision and inspiring leadership, this book provides a framework for articulating a compelling future state. It outlines techniques for communicating that vision effectively to diverse stakeholders and for motivating teams to work collaboratively towards shared goals. The strategies presented empower leaders to drive change and foster a sense of purpose within their organizations.

3. *The Art of Influence: Persuasion and Collaboration in the Modern Workplace*

This guide explores the nuanced skills required to influence others ethically and effectively, a core Lominger competency. It covers techniques for building rapport, understanding different perspectives, and crafting persuasive arguments. The book emphasizes how to achieve buy-in and foster collaboration, crucial for navigating complex organizational dynamics.

4. *Navigating Ambiguity: Decision-Making in Uncertain Environments*

Designed for leaders and professionals facing constant change, this book addresses the competency of making sound decisions under pressure and with incomplete information. It offers practical tools and mental models for analyzing complex situations, assessing risks, and charting a course forward. The text empowers readers to remain agile and resilient in the face of uncertainty.

5. *Building Bridges: Mastering Interpersonal Skills for Team Success*

This resource focuses on the vital competencies related to building and maintaining strong interpersonal relationships. It provides insights into effective communication, active listening, conflict resolution, and fostering a positive team dynamic. The book equips readers with the skills to create environments where collaboration thrives and individuals feel valued.

6. *Strategic Thinking: Planning for Future Success*

This book offers a deep dive into the competencies associated with strategic thinking and planning. It guides readers through the process of analyzing market trends, identifying competitive advantages, and developing long-term organizational strategies. The focus is on cultivating a forward-looking perspective and making choices that position the organization for sustained success.

7. Execution Excellence: Delivering Results Consistently

Centered on the competencies of driving for results and ensuring execution, this book provides practical strategies for achieving objectives. It outlines methods for setting clear goals, prioritizing tasks, and overcoming obstacles to ensure project completion. The emphasis is on cultivating a disciplined approach to work that consistently delivers high-quality outcomes.

8. Learning Agility: Adapting and Thriving Through Change

This title explores the critical competency of learning agility, emphasizing the ability to learn from experience and adapt quickly to new challenges. It provides techniques for seeking out and embracing new information, reflecting on lessons learned, and applying those insights to future situations. The book encourages a growth mindset essential for continuous development.

9. Empowering Teams: Developing Talent and Fostering Growth

Dedicated to the competencies of developing others and fostering talent, this book offers guidance on identifying potential and nurturing individual growth. It explores effective coaching techniques, providing constructive feedback, and creating opportunities for skill development. The aim is to build high-performing teams by investing in the capabilities of each member.

Lominger 67 Competencies List

Unlock Your Leadership Potential: Mastering the Lominger 360° Assessment

Are you struggling to advance your career? Feeling stuck in a rut, despite your hard work and dedication? Do you lack the clarity to pinpoint your leadership strengths and weaknesses, leaving you unsure how to effectively leverage your skills? Many high-potential professionals face these challenges, unsure how to navigate the complexities of leadership development and unlock their true potential. This ebook provides the key. It decodes the renowned Lominger 360° assessment, empowering you to understand its 67 competencies and apply them to reach your leadership aspirations.

This ebook, "Mastering the Lominger 67 Competencies," will equip you with the knowledge and strategies to:

- Understand the significance of each of the 67 Lominger competencies.
- Identify your personal strengths and weaknesses within the framework.
- Develop a personalized action plan for improvement and growth.
- Apply these competencies in real-world scenarios.
- Boost your confidence and enhance your leadership effectiveness.

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Mastering the Lominger 67 Competencies: A Comprehensive Guide

Introduction: Understanding the Lominger 360° Assessment and its Value

The Lominger 360° assessment is a powerful tool used by organizations worldwide to identify and develop leadership potential. Unlike traditional assessments that focus solely on skills, the Lominger model delves into competencies - the blend of knowledge, skills, abilities, and personal attributes that drive effective leadership. These 67 competencies are categorized and provide a holistic view of leadership capabilities. This assessment isn't just about identifying where you excel; it's about understanding your developmental areas and charting a course for continuous growth. Understanding and mastering these competencies is crucial for career advancement and achieving peak performance. This ebook will provide you with a detailed understanding of each competency, empowering you to leverage your strengths and address your areas for development.

Chapter 1: The 67 Lominger Competencies: A Detailed Breakdown

The Lominger 67 competencies are grouped into several key categories. While specific groupings may vary slightly depending on the version used, the core competencies remain consistent. This chapter provides a breakdown of these competencies, categorized for clarity and enhanced understanding. Each competency will be defined, explained, and examples of how it manifests in a leadership context will be provided.

Note: Due to the length constraint, a complete breakdown of all 67 competencies within this article is not feasible. However, we'll explore several key competency categories and provide examples within those categories to illustrate the principles.

Category 1: Character and Integrity:

Integrity: Acting ethically and honestly, even under pressure. Example: Refusing a bribe to secure a

contract, even if it means jeopardizing a project.

Accountability: Taking ownership of one's actions and results, both successes and failures. Example: Publicly acknowledging a mistake and outlining steps to rectify it.

Courage: Taking calculated risks and standing up for what is right, even in the face of opposition. Example: Challenging a flawed strategy, even if it means facing criticism from senior management.

Category 2: Leadership Skills:

Strategic Thinking: Analyzing complex situations and formulating effective long-term plans.

Example: Developing a comprehensive marketing strategy that anticipates future market trends.

Decision Making: Making sound judgments based on available information and considering potential consequences. Example: Approving a new product launch based on market research and risk assessment.

Developing Others: Identifying talent, providing coaching and mentoring, and fostering employee growth. Example: Creating a mentorship program to support the development of high-potential employees.

Category 3: Interpersonal Skills:

Communication: Clearly conveying information and actively listening to others. Example: Delivering a compelling presentation that resonates with the audience.

Teamwork: Collaborating effectively with others to achieve shared goals. Example: Facilitating a team meeting that fosters open communication and collaborative problem-solving.

Relationship Building: Developing and maintaining strong, positive relationships with colleagues, clients, and stakeholders. Example: Networking effectively to build relationships with key industry influencers.

Chapter 2: Self-Assessment and Identifying Your Strengths and Weaknesses

This chapter guides you through a self-assessment process using the Lominger competency framework. It provides tools and techniques to honestly evaluate your strengths and weaknesses in each competency area. This self-reflection is crucial for personal growth and targeted development. The process will involve utilizing both introspective exercises and seeking external feedback (e.g., through 360° feedback if available). By understanding your profile, you'll be better equipped to target areas for improvement.

Chapter 3: Developing a Personalized Action Plan for

Improvement

Based on your self-assessment, this chapter helps you create a tailored action plan for growth. This plan will outline specific steps to enhance your weaker competencies and further develop your strengths. The plan will include setting realistic goals, identifying resources, and establishing timelines for achieving your objectives. Continuous monitoring and adaptation of the plan are emphasized to ensure progress.

Chapter 4: Applying the Competencies in Your Workplace

This chapter translates theory into practice. It provides real-world examples and case studies showcasing how each competency can be applied in various workplace situations. You'll learn practical strategies to leverage these competencies in your daily interactions, decision-making processes, and leadership roles. This section focuses on translating knowledge into actionable skills.

Chapter 5: Overcoming Challenges and Maintaining Momentum

This chapter addresses potential obstacles you may encounter during your development journey. It offers strategies for overcoming setbacks, maintaining motivation, and sustaining momentum in your pursuit of leadership excellence. Building resilience and adapting to changing circumstances are key themes explored here.

Conclusion: Sustaining Leadership Excellence and Continuous Growth

The journey of leadership development is continuous. This concluding chapter emphasizes the importance of ongoing self-reflection, continuous learning, and seeking feedback to maintain and enhance your leadership capabilities. It reinforces the principles learned throughout the book and encourages you to embrace a mindset of lifelong growth and development.

FAQs

1. What is the Lominger 360° Assessment? It's a leadership assessment that identifies 67 key competencies crucial for effective leadership, providing a 360-degree view of an individual's strengths and weaknesses.
2. How are the Lominger competencies categorized? The competencies are grouped into categories reflecting different aspects of leadership, such as character, leadership skills, and interpersonal skills. The exact categories can vary slightly depending on the version of the assessment.
3. Can I use this ebook without taking the official Lominger assessment? Yes, this ebook provides a detailed explanation of each competency, allowing you to assess yourself using the provided framework.
4. Is this ebook suitable for all levels of leadership? Yes, the principles and competencies discussed apply to leaders at all levels, from entry-level managers to senior executives.
5. How long will it take to complete this self-assessment? The time required will vary depending on your level of self-awareness and the depth of reflection you engage in. Allow ample time for thoughtful consideration.
6. What if I don't have access to 360° feedback? The self-assessment provided in the ebook will still be beneficial, however, seeking feedback from trusted colleagues or mentors can further enhance your understanding of your leadership profile.
7. How often should I review and update my action plan? Regular review, at least quarterly, is recommended to track progress, adjust goals as needed, and maintain momentum.
8. Are there any specific tools or resources mentioned in the ebook to aid self-assessment? Yes, the ebook provides practical tools and techniques, including self-reflection exercises and templates for developing your action plan.
9. What is the overall benefit of understanding the Lominger competencies? Mastering these competencies will boost your leadership effectiveness, enhance your career prospects, and help you achieve your professional goals.

Related Articles:

1. Lominger Competencies and Emotional Intelligence: Explores the intersection of Lominger competencies and emotional intelligence, highlighting the importance of self-awareness and empathy in leadership.
2. Applying Lominger Competencies in Agile Environments: Discusses how the Lominger framework

can be applied within agile methodologies, focusing on adaptability, collaboration, and continuous improvement.

3. Developing a Lominger-Based Leadership Development Program: Outlines strategies for organizations to design and implement a leadership development program utilizing the Lominger competency model.
4. The Role of Coaching in Developing Lominger Competencies: Explores the role of coaching in identifying and developing specific Lominger competencies, focusing on personalized support and targeted interventions.
5. Comparing Lominger Competencies with Other Leadership Models: A comparative analysis of the Lominger framework with other prominent leadership models, highlighting their similarities and differences.
6. Using the Lominger Framework for Succession Planning: Discusses the application of the Lominger model in identifying and developing future leaders within organizations.
7. Overcoming Common Challenges in Developing Lominger Competencies: Addresses potential obstacles and provides solutions for enhancing specific competencies, such as strategic thinking or decision-making.
8. Measuring the Impact of Lominger Competency Development: Explores methods for assessing the effectiveness of leadership development initiatives based on the Lominger framework.
9. The Future of Leadership: Evolving Lominger Competencies in the Digital Age: Analyzes the evolving landscape of leadership and how the Lominger competencies need to adapt to the challenges of the digital age.

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productive business partnerships. Included are job aids, sample plans, and detailed case studies.

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lominger 67 competencies list: The 71F Advantage National Defense University Press, 2010-09 Includes a foreword by Major General David A. Rubenstein. From the editor: 71F, or 71 Foxtrot, is the AOC (area of concentration) code assigned by the U.S. Army to the specialty of Research Psychology. Qualifying as an Army research psychologist requires, first of all, a Ph.D. from a research (not clinical) intensive graduate psychology program. Due to their advanced education, research psychologists receive a direct commission as Army officers in the Medical Service Corps at the rank of captain. In terms of numbers, the 71F AOC is a small one, with only 25 to 30 officers serving in any given year. However, the 71F impact is much bigger than this small cadre suggests. Army research psychologists apply their extensive training and expertise in the science of psychology and social behavior toward understanding, preserving, and enhancing the health, well being, morale, and performance of Soldiers and military families. As is clear throughout the pages of this book, they do this in many ways and in many areas, but always with a scientific approach. This is the 71F advantage: applying the science of psychology to understand the human dimension, and developing programs, policies, and products to benefit the person in military operations. This book grew out of the April 2008 biennial conference of U.S. Army Research Psychologists, held in Bethesda, Maryland. This meeting was to be my last as Consultant to the Surgeon General for Research Psychology, and I thought it would be a good idea to publish proceedings, which had not been done before. As Consultant, I'd often wished for such a document to help explain to people what it is that Army Research Psychologists do for a living. In addition to our core group of 71Fs, at the Bethesda 2008 meeting we had several brand-new members, and a number of distinguished retirees, the grey-beards of the 71F clan. Together with longtime 71F colleagues Ross Pastel and Mark Vaitkus, I also saw an unusual opportunity to capture some of the history of the Army Research Psychology specialty while providing a representative sample of current 71F research and activities. It seemed to us especially important to do this at a time when the operational demands on the Army and the total force were reaching unprecedented levels, with no sign of easing, and with the Army in turn relying more heavily on research psychology to inform its programs for protecting the health, well being, and performance of Soldiers and their families.

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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.

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lominger 67 competencies list: Managerial Effectiveness in a Global Context Jean Brittain Leslie, Maxine A. Dalton, Christopher Ernst, Jennifer J. Deal, 2002 The rapid expansion of globalization and multinational corporations means more and more managers work across the borders of multiple countries. Some of them are expatriates; most are not. And although many of these managers are not wrestling with the issues of relocating and adjusting to living in a different culture, they all find themselves dealing with cultural issues - defined in the broadest context - every time they pick up the phone, log onto their e-mail, or disembark from an airplane. What do these managers do? Is it different from the work they did when they managed in their own countries, and if it is different, how so? What does it take for them to be effective when they manage across so many countries simultaneously? What do these managers need to know in order to be effective? What do organizations need to know and do in order to select and develop people who will manage and lead effectively in the global economy? This report addresses those questions as it documents the findings of a Center for Creative Leadership research study into what factors might predict managerial effectiveness in a global context.

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leadership training far behind. Due to this lack of training, many managers fail to deal with their team in an ideal manner; as a result, they experience internal conflicts, a lack of team motivation, and mediocre communication on a daily basis. So where does a professional go to learn the leadership skills that really help move the needle? This book compiles the world's best 21st-century leadership tools to help you gain success and recognition as a leader, allowing you to take your leadership skills, and your career, to the next level. With his signature concise style, renown leadership trainer Wladislaw Jachtchenko reveals how you can master these 5 roles and become the ideal leader. Role 1 : The charismatic and convincing communicator ! Role 2 : The always efficient and effective manager ! Role 3 : The motivating team leader who knows how to delegate! Role 4 : The empathetic psychologist interacting consistently with each employee! Role 5 : The skilled problem solver who manages conflict and implements change! The author makes sure to give you concrete, proven tools and the best practices on every page so that you can take these actionable directives and immediately integrate them into your daily routine. The result: You will become the kind of leader that people want to follow; the kind of leader who empowers their team and gets things done.

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hosted this year by Nord-Trondelag University College, Steinkjer, Norway, on the 8-9 October 2015. The Conference has become a key platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different areas and specialties within Games-Based Learning. It also offers the opportunity for like-minded individuals to meet, discuss and share knowledge. ECGBL continues to evolve and develop, and the wide range of papers and topics will ensure an interesting two-day conference. In addition to the main streams of the conference, there are mini tracks focusing on the areas of the design of multiplayer/collaborative serious games, applied Games and gamification, the teacher's role in game-based learning, games for STEM (Science, Technology, Engineering, Mathematics) learning, assessment of digital game-based learning and pervasive and ubiquitous gaming for learning. In addition to the presentations of research we are delighted to host the third year of the Serious Game competition, which provides an opportunity for educational game designers and creators to participate in the conference and demonstrate their game design and development skills in an international competition. This competition is again sponsored by SEGAN - Serious Games Network. With an initial submission of more than 60 games, 28 finalists will present their games at the conference. Prizes will be awarded to the games judged to demonstrate the best quality and originality of game play itself and the positioning and articulation of the game's contribution to the educational domain. With an initial submission of 190 abstracts, after the double blind peer review process, there are 75 research papers, 15 PhD research papers, 4 Non Academic papers and 8 work-in-progress papers published in these Conference Proceedings. These papers represent research from more than 40 countries, including Australia, Austria, Belgium, Brazil, Bulgaria, Canada, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Japan, Malaysia, Norway, Portugal, Russia, Saudi Arabia, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan/ROC, The Netherlands, The Netherlands, United Arab Emirates, UK and USA

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of faculty development and the research conducted. Thus, the book provides an important resource for two major groups, current providers and researchers in faculty development as well as those desiring to enter the field. Both groups of readers can benefit from a reading of the entire book or by delving into their major area of interest and passion. In so doing, they will better understand our successes and our limitations in this emerging field. Faculty development in the health professions has now received attention for 6 decades. Yet, dedicated faculty members trying to address the challenges in medical education and the health care delivery system do not have all the assistance they need to achieve their goals. This book provides a valuable resource towards that end.

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announcements from dozens of major corporations who have abandoned their appraisal systems. As a result, many organizations are grappling with what to do instead. They have adopted many interesting and innovative practices, but most are a random collection of activities that are not bound together by a sound theoretical framework. This new approach is built upon a sound theoretical foundation, uses proven management techniques, and offers a novel framework and tool for managers for regulating and enhancing the performance of their staff. Dozens of ready-to-use templates and accompanying tools help make good management practice more accessible, practical, and effective. Just as important, the new approach is both millennial- and remote worker-friendly as it incorporates features that speak to how they work.

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Warning: Your career might be in danger of going off the rails. You probably have blind spots that are leaving you closer to the edge than you realize. Fortunately, Carter Cast has the solution. In this smart, engaging book he shows you how to avoid career derailment by becoming more self-aware, more agile, and more effective. This is the book you wish you had twenty years ago, which is why you should read it now. -- Daniel H. Pink, New York Times bestselling author of *Drive* and *To Sell Is Human* The Right -- and Wrong -- Stuff is a candid, unvarnished guide to the bumpy road to success. The shocking truth is that 98 percent of us have at least one career-derailment risk factor, and half to two-thirds actually go off the rails. And the reason why people get fired, demoted, or plateau is because they let the wrong stuff act out, not because they lack talent, energy, experience, or credentials. Carter Cast himself had all the right stuff for a brilliant career, when he was called into his boss's office and berated for being obstinate, resistant, and insubordinate. That defining moment led to a years-long effort to understand why he came so close to getting fired, and what it takes to build a successful career. His wide range of experiences as a rising, falling, and then rising star again at PepsiCo, an entrepreneur, the CEO of Walmart.com, and now a professor and venture capitalist enables him to identify the five archetypes found in every workplace. You'll recognize people you work with (maybe even yourself) in Captain Fantastic, the Solo Flyer, Version 1.0, the One-Trick Pony, and the Whirling Dervish, and, thanks to Cast's insights, they won't be able to trip up your future.

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