Glossary:

1. **Organization development interventions**: HR bases techniques aimed at changing employee's attitude, values & behavior.

2. **Career planning**: deliberate process through which a person becomes aware of personal career related attributes & lifelong series of stages that contribute to his/ her career fulfillment.

3. **Factor comparison**: A widely used method of ranking jobs according to a variety of skills & difficulty factors, then adding up these rankings to arrive at an overall numeric rating for each given job.

4. **Core Competence**: “Collective learning in an organization, especially on how to co-ordinate diverse production skills and integrate multiple streams of technologies” - Hamel and Prahalad.

5. **Strategic Employee Behavior**: Refers to all the employee actions, which are productive in implementing the firm’s preferred strategy.

6. **Lag indicators and lead indicators**: Lag indicators focuses on results, are easy to identify and historic in nature. Lead indicators measures drive or initiatives leading to performance. Lead indicators may be difficult to capture.

7. **Organization Development**: A top management supported, long-range effort to improve an organization’s problem solving and renewal processes, particularly through a more effective and collaborative diagnosis and management of organization culture - with special emphasis on formal work-team, temporary team and inter-group culture with the assistance of a consultant-facilitator and the use of theory and technology of applied behavior science, including action research.

8. **External environment analysis**: examines the firm’s operating environment to identify the strategic opportunities and threats.

9. **Internal environment analysis**: identifies the firm’s strengths and weaknesses; focuses on the quantity and quality of resources available.
10. **Organizational maturity:** The extent to which an organization has explicitly and consistently deployed workforce practices or processes that are documented, managed, measured, controlled, and continually improved. Organizational process maturity may be measured via a process appraisal.

11. **Continuous Capability Improvement:** means to provide a foundation for individuals and workgroups to continuously improve their capability for performing competency-based processes.

12. **Talent management:** finding effective ways to attract, develop and retain key talent in today’s challenging marketplace. This includes proactively managing leadership development and succession planning, understanding emerging skill requirements and impacts of workforce demographics and technology and creating a high performing culture where people at all levels are engaged and energized.

13. **Workforce strategy:** determining what work is core to the business and should be done inside the company versus what work is most effectively performed through partnerships, alliances, outsourcing and so on (Moore, 2000). Making the right choices requires partnering with line managers and facilitating the development of an overall workforce strategy aligned with the business priorities.

14. **Psychology:** Gene Zimmer defines psychology as: “The word psychology is the combination of two terms - study (ology) and soul (psyche) or mind. Hence Psychology is the study of mind. Psychology is important for organization because if the managers/ decision makers of an organization understand psychology, several decision-making processes can be facilitated and wrong decisions can be avoided.

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*J. Intaglia, Dave Ulrich, and N. Smallwood, “Leveraging Leadership Competencies to Produce Leadership*