PERFORMANCE-BASED CERTIFICATION— HOW TO DESIGN A VALID, DEFENSIBLE, COST-EFFECTIVE PROGRAM

Judith Hale

reviewed by Andrea Moore, CPT

Initiating a certification program is the overall intent of this book. Judith Hale starts with the program's business case, navigating you through requirements, standards, and assessments, and concluding with implementation and tips for "going global." The book provides you with a roadmap for starting and implementing a certification program. Whether you are a C-level executive or a performance improvement practitioner, this book has the explanation and rationale for implementing a certification program, using examples demonstrating learning points clearly and effectively. Performance-Based Certification—Haw to Design a Valid, Defensible, Cost-Effective Program (ISBN: 978-1-118-02724-0) is published by Pfeiffer.

IN REVIEWING THIS BOOK, I tried to put myself in the role of a chief training officer (CTO) who is considering offering a certification program. In this role, I had to consider other interventions besides certification that would improve the performance of my team. Judith Hale's Introduction, which starts from the beginning of a performance process, does not automatically presume that certification is the right solution for every performance problem. She explains when certification is a good solution and when it is not. In the Introduction, she clearly lays out in graphic format how the remaining chapters map to developing a certification program and the process steps it entails. In my "role playing" as a CTO, Hale has helped me see that in our company's case, certification rather than a certificate, licensure, or accreditation will help remedy my problem.

DRIVER AND BUSINESS CASE: DISCUSSION OF WHY A PERFORMANCE IMPROVEMENT SPECIALIST WOULD BENEFIT BY READING THIS BOOK

In following Hale's certification process, the next few chapters describe how to lay the groundwork. The Driver chapter explains the different reasons why companies choose certification programs, and the Business Case chapter discusses the analysis activities required to justify a certification program. Hale successfully explains that a large part of undertaking a certification program is proposing whether and how the program will positively influence the organization. Decisions about funding need to specify resources, time, and costs to make a go—no-go decision. This book specifically prescribes steps executives

Kenneth G. Brown

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Table of Contents Performance Based Certification How To Design A Valid Defensible Cost Effective Program

- 1. Understanding the eBook Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - The Rise of Digital Reading Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Advantages of eBooks Over Traditional Books
- 2. Identifying Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - User-Friendly Interface
- 4. Exploring eBook Recommendations from Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Personalized Recommendations
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program User Reviews and Ratings
 - o Performance Based Certification How To Design A Valid Defensible Cost Effective Program and Bestseller Lists

- 5. Accessing Performance Based Certification How To Design A Valid Defensible Cost Effective Program Free and Paid eBooks
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program Public Domain eBooks
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program eBook Subscription Services
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program Budget-Friendly Options
- 6. Navigating Performance Based Certification How To Design A Valid Defensible Cost Effective Program eBook Formats
 - ∘ ePub, PDF, MOBI, and More
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program Compatibility with Devices
 - Performance Based Certification How To Design A Valid Defensible Cost Effective Program Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Highlighting and Note-Taking Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - o Interactive Elements Performance Based Certification How To Design A Valid Defensible Cost Effective Program
- 8. Staying Engaged with Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - \circ Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Performance Based Certification How To Design A Valid Defensible Cost Effective Program
- 9. Balancing eBooks and Physical Books Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Performance Based Certification How To Design A Valid Defensible Cost Effective Program

- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Setting Reading Goals Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Fact-Checking eBook Content of Performance Based Certification How To Design A Valid Defensible Cost Effective Program
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - $\circ \ \ Integration \ of \ Multimedia \ Elements$
 - Interactive and Gamified eBooks

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