
CONTENTS

PRELIMINARIES i–iii
PREFACE iv–v
CONTENTS vi–vii
FOREWORD John Stephenson and John Raven viii-xi

PART I: SOCIETAL LEARNING AND COMPETENCE 1

John Raven

Lynne Cunningham

CHAPTER 3. Commentary John Raven 30–31

PART II: INCOMPETENCE 32

CHAPTER 4. The Incapable Professional Tony Becher 33–35

CHAPTER 5. Incompetence: An Unspoken Consensus Irene Ilott 36–41


PART III: STUDIES OF COMPETENCE 45


CHAPTER 8. On the Leading Edge: Competencies of Outstanding Community College Presidents Carolyn Desjardins and Sheila Huff 56–74


CHAPTER 11. Professional Capability—Requirements and Accreditation in the Legal Profession Diana Tribe 96–105

CHAPTER 12. Issues Raised by the Studies of Competence John Raven 106–114

PART IV: CONCEPTUALISING COMPETENCE 115

CHAPTER 13. The Crisis of Professional Knowledge and the Pursuit of an Epistemology of Practice Donald Schön 116–130

CHAPTER 14. Beyond Competences: Lessons from Management 131–139

CONT. 1
CHAPTER 15. The McClelland/McBer Competency Models *John Raven* 140–149

CHAPTER 16. Leadership Competencies: Putting It All Together *George Klemp* 150–162

CHAPTER 17. The Conceptualisation of Competence *John Raven* 163–176

PART V: **FACILITATING THE GROWTH OF COMPETENCE** 177

CHAPTER 18. Facilitating the Development of Competence *John Raven* 179–192

CHAPTER 19. Stimulating Self-Directed Learning through a Managerial Assessment and Development Course *Richard Boyatzis* 193–212


CHAPTER 21. Inputs and Outcomes: The Experience of Independent Study at NELP *John Stephenson* 217–238

PART VI: **BARRIERS TO FACILITATING THE GROWTH OF COMPETENCE** 239

CHAPTER 22. Competence and Incompetence in an Institutional Context *Dave O'Reilly* 240–248

CHAPTER 23. Some Barriers to the Introduction of Competency-Oriented Education *John Raven* 249–282

PART VII: **THE ASSESSMENT OF COMPETENCE** 283

CHAPTER 24. The Problems Posed for the Assessment of Competence by the Espoused Goals of Higher Education *W Bryan Dockrell* 284–292

CHAPTER 25. Competence-Based Assessment *Alison Wolf* 293–302


CHAPTER 27. Where Do We Stand on Assessing Competencies? *David McClelland* 310–316

CHAPTER 28. The Assessment of Competence *John Raven* 317–344

**ENDPIECE** Capability, Competence and the Learning Society: Lessons From State Failure 345

**ABOUT THE AUTHORS** 347–348