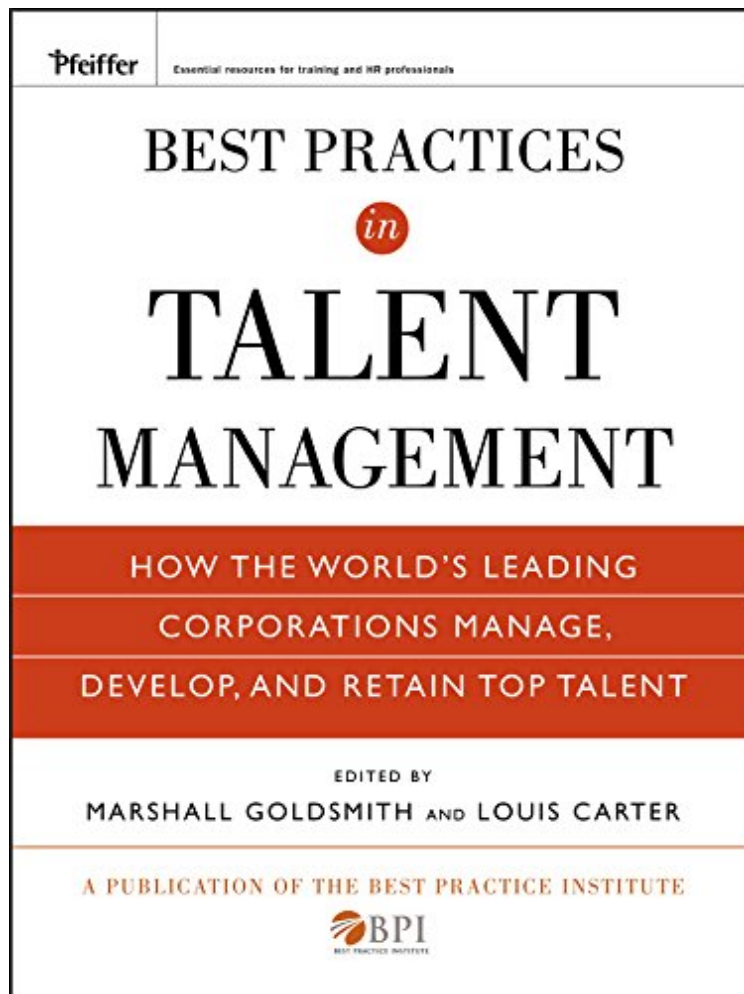


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## Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent

*Marshall Goldsmith, Louis Carter*  
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**Marshall Goldsmith, Louis Carter : Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent:

0 of 0 people found the following review helpful. Five StarsBy VirginiaI would definitely recommend this book to any HRM student1 of 1 people found the following review helpful. A great readBy DBQ leaderThis book is a great read and very informational. Lots of information on the Resource development plans of different companies.6 of 6 people found the following review helpful. Ultimately, the effectiveness of best practices depends on those who execute themBy Robert MorrisAs co-editors Marshall Goldsmith and Louis Carter explain, the material in this book focuses on

14 dynamic enterprises (i.e. Avon Products, Bank of America, Corning, CES, Ecolab, GE, IRS, Kaiser Permanente/Colorado Region, McDonald's, Microsoft, Murray Roberts, Porter Novelli, Southern Company, and Whirlpool) that were selected by the Best Practice Institute because they have succeeded in implementing talent enhancement programs - "although, to be fair, to call them `programs' is not entirely accurate, as they are in reality vital strategic components integrated into the companies' core operating values." Indeed, had they not been so integrated, neither they nor their companies could become, much less remain, vital and dynamic. There is a separate chapter devoted to each of the 14, written by one or more of the contributors who were invited to participate. It is important to keep in mind that in an age when several companies "built to last" haven't and others once great are no longer even good, at least a few of the 14 in this book may no longer be exemplars of anything, except perhaps of how quickly an organization can become weakened in one way or another. I appreciate the material provided in the Conclusion introduced by this explanation: "In order to present a fuller and more complete picture of the best practices in talent management, in March 2009 the Best Practice Institute [of which Cater is founder and CEO] released results from a groundbreaking survey of some of America's most dynamic companies." An overview is provided in the Conclusion. Then in the Epilogue, William J. Rothwell suggests several "key take-away points" from each of the 14 mini-case studies. From Ecolab, for example, "This case is outstanding for illustrating how a talent program can be built on, and leverage, the organization's culture and values. These values include, according to the case, (1) spirit; (2) pride; (3) determination; (4) commitment; (5) passion; and (6) integrity. The talent program was based on internal interviews of company executives." Obviously, brief take-away points merely serve as triggers to recall insights that are developed in much greater depth, in context. Presumably Goldsmith and Carter are responsible for the reader-friendly format that most of the contributors adopt (with only minor modification) and graphic devices such as Figures that consolidate a wealth of information about an especially important subject such as Avon's "Talent Investment Matrix" (Page 6), Corning's "Program Snapshot - Week One" (50), Ecolab's "Success Indicators for Business Drivers at Each Pipeline Level" (90), "IRS Leadership Core Responsibilities" (119), McDonald's "Performance Drivers" (162), and Microsoft's "Key Stakeholder Roles for HiPo Coaching program" (196). Because they are best practices, these and others examined in the book should serve as exempla that suggest possibilities rather than as templates to be adopted without revision or modification. That is to say, doing what is right and doing it right pose entirely different challenges. Those who share my high regard for the material in this volume are urged to check out George Anders' recently published book, *The Rare Find: Spotting Exceptional Talent Before Everyone Else*, as well as Dean Spitzer's *Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success*, and *Enterprise Architecture As Strategy: Creating a Foundation for Business Execution* co-authored by Jeanne W. Ross, Peter Weill, and David C. Robertson.

Praise for BEST PRACTICES in TALENT MANAGEMENT "This book includes the most up-to-date thinking, tools, models, instruments and case studies necessary to identify, lead, and manage talent within your organization and with a focus on results. It provides it all—from thought leadership to real-world practice." PATRICK CARMICHAEL HEAD OF TALENT MANAGEMENT, REFINING, MARKETING, AND INTERNATIONAL OPERATIONS, SAUDI ARAMCO "This is a superb compendium of stories that give the reader a peek behind the curtains of top notch organizations who have wrestled with current issues of talent management. Their lessons learned are vital for leaders and practitioners who want a very valuable heads up." BEVERLY KAYE FOUNDER/CEO: CAREER SYSTEMS INTERNATIONAL AND CO-AUTHOR, LOVE 'EM OR LOSE 'EM "This is a must read for organization leaders and HR practitioners who cope with the today's most critical business challenges; talent management. This book provides a vast amount of thought provoking ideas, tools, and models, for building and implementing talent management strategies. I highly recommend it!" DALE HALM ORGANIZATION DEVELOPMENT PROGRAM MANAGER, ARIZONA PUBLIC SERVICE "If you are responsible for planning and implementing an effective talent and succession management strategy in your organization, this book provides the case study examples you are looking for." DORIS SIMS AUTHOR, BUILDING TOMORROW'S TALENT "A must read for all managers who wish to implement a best practice talent management program within their organization" FARIBORZ GHADAR WILLIAM A. SCHREYER PROFESSOR OF GLOBAL MANAGEMENT, POLICIES AND PLANNING SENIOR ADVISOR AND DISTINGUISHED SENIOR SCHOLAR CENTER FOR STRATEGIC AND INTERNATIONAL AFFAIRS FOUNDING DIRECTOR CENTER FOR GLOBAL BUSINESS STUDIES