

TI  
'A N  
OW D  
O GAN A' ON

Strategies for Globalization, Talent  
Management and High Performance

Peter Cheese, Robert J Thomas and Elizabeth Craig  
*with a foreword by Don Tapscott*



# Contents

<i>Foreword</i>	v
<i>Acknowledgements.</i>	<i>xi</i>
Introduction from the authors .	1
1 Talent Imperatives for a New Economic World	7
A new context	8
The strategic importance of talent	11
The need to embrace diversity	15
The importance of learning and skills development	28
The challenge of engagement	35
Managing talent throughout the organization	46
Summary	49
2 A Strategic Approach to Talent	51
The executive perspective	52
High performance - the key drivers	55
How to multiply talent	57
The HR function in the spotlight	81
HR and talent management: an unfinished evolution	82
Summary	86
3 The Discovery of Talent	88
Identifying your talent needs	90
Recruitment: will you discover talent or drive it away?	97
Summary	112

4	From Talent Development to Deployment	113
	New demand for new skills	114
	Deploying talent: managing the work strategically	144
	Summary	151
5	Engagement	152
	Why engagement matters	152
	What engagement means	154
	Drivers of engagement	163
	Gaining more insight on engagement - segmenting the workforce	181
	The key ingredient of engagement - the line managers	184
	Summary	187
	I	
6	Embedding and Sustaining Talent Power	188
	Measuring talent's contribution to business performance	189
	Measuring process effectiveness - the concept of maturity	196
	A framework for prioritizing and measuring human capital investments	201
	The transformation and reorganization of HR	208
	Everyone's responsible	222
	Failures of communication	231
	Summary	233
7	Next Steps and the New Imperatives	234
	Becoming a talent-powered organization	235
	Critical tasks for key stakeholders	247
	Conclusions - beyond talent multiplication	253
	<i>References</i>	255
	<i>Index</i>	265