

Contents

Figures, Tables, and Exhibits	xiii
Foreword	xvii
Preface	xxi
The Editors	xxix
The Contributors	xxxii
PART ONE: General Frameworks	
1 Strategic Talent Management Matters	3
Rob Silzer, Ben E. Dowell	
2 Building Competitive Advantage Through Integrated Talent Management	73
Marcia J. Avedon, Gillian Scholes	
PART TWO: Key Practices	
3 Building the Talent Pipeline: Attracting and Recruiting the Best and Brightest	123
Leslie W. Joyce	
4 Ropes to Skip and the Ropes to Know: Facilitating Executive Onboarding	159
Seymour Adler, Lorraine Stomski	
5 Identifying and Assessing High-Potential Talent: Current Organizational Practices	213
Rob Silzer, Allan H. Church	
6 Developing Leadership Talent: Delivering on the Promise of Structured Programs	281
Jay A. Conger	

7	Developing Leadership Talent Through Experiences	313
	Paul R. Yost, Mary Mannion Plunkett	
8	Changing Behavior One Leader at a Time	349
	Sandra L. Davis, Robert C. Barnett	
9	Managing Leadership Talent Pools	399
	Ben E. Dowell	
10	Employee Engagement: A Focus on Leaders	439
	Jeff Schippmann	

PART THREE: Critical Issues

11	Building Functional Expertise to Enhance Organizational Capability	463
	Suzan McDaniel, Erika D'Egidio	
12	Managing and Measuring the Talent Management Function	503
	John C. Scott, Steven G. Rogelberg, Brent W. Mattson	
13	Managing Talent in Global Organizations	549
	Thomas Ruddy, Pooja Anand	
14	Managing Talent in China	595
	Elizabeth Weldon	

PART FOUR: Different Perspectives

15	Take the Pepsi Challenge: Talent Development at PepsiCo	617
	Allan H. Church, Janine Waclawski	
16	Integrated Talent Management at Microsoft	641
	Paul R. Yost	
17	They Can Do It! You Can Help! A Look at Talent Practices at The Home Depot	655
	Leslie W. Joyce	
18	Allstate's "Good Hands" Approach to Talent Management: An Interview with Ed Liddy and Joan Crockett	669
	John W. Boudreau	

19	A View from the Top on Talent Management: An Interview with Warren Staley, Recently Retired CEO of Cargill Incorporated	699
	Sandra L. Davis	
20	Chief Human Resource Officer Perspectives on Talent Management	711
	Marcia J. Avedon, Stephen Cerrone, Mirian Graddick-Weir, Rob Silzer	
PART FIVE: Future Directions for Practice and Research		
21	Building Sustainable Talent Through Talent Management: Benefits, Challenges, and Future Directions	745
	Rob Silzer, Ben E. Dowell	
22	Critical Research Issues in Talent Management	767
	Rob Silzer	
23	Talent Management: An Annotated Bibliography	781
	Rob Silzer, Joshua B. Fyman	
	Name Index	823
	Subject Index	835

<http://www.pbookshop.com>

FIGURES, TABLES, AND EXHIBITS

Figures

1.1	Talent Management Framework	21
1.2	Talent Management Model	22
1.3	Strength of Talent Management Links	29
2.1	The Stages of Talent Management	81
2.2	Excerpt from the Ingersoll Rand Leader/Manager Index	94
2.3	Talent Stewardship Model	96
2.4	Development as a Three-Way Partnership	103
2.5	Planning Optimal Development Assignments	105
2.6	Customized Talent Management	111
4.1	Socialization as a Multiphase Process	170
4.2	Five-Stage Onboarding Process	173
4.3	Onboarding Program Metrics	197
8.1	A Model of Individual Leader Change	365
9.1	Placement of Talent Reviews in the Annual Planning Cycle	400
9.2	The Talent Review Cycle	401
11.1	Model for Building Functional Expertise	473
13.1	Business Strategy Competency Planning Matrix	553
13.2	Talent Nine-Box Grid	563
15.1	PepsiCo Career Growth Model	620
15.2	Talent Management Model	623
15.3	Sample People Planning Process	626
15.4	Sample People Planning Template Page	629
18.1	Allstate's Transition to New Critical Success Factors	684

18.2	Connections Between Old and New CSFs	687
22.1	Strength of Key Strategic Talent Management Links	769

Tables

1.1	Sample Definitions of Talent Management	16
1.2	Talent Management Components	19
1.3	Five Stages of Talent Management	31
1.4	Evolution of Talent Management and Planning	38
1.5	Talent Management Roles and Responsibilities	60
2.1	Identifying Talent Needs to Achieve Business Strategy	78
2.2	Strategic Business Priorities and Organizational Implications	98
2.3	Talent Management Menu	112
3.1	Tactical Metrics	151
3.2	Strategic Metrics	153
4.1	Contingency of Onboarding Challenges and Opportunities	200
5.1	Definitions of High Potential	222
5.2	High Potential Categories	229
5.3	Target Distributions for High Potentials	231
5.4	High-Potential Status	238
5.5	High-Potential Development Activities	241
5.6	Factors Used for Identifying High Potentials	244
5.7	High-Potential Predictor Data	263
5.8	Tools Used to Identify High-Potential Candidates	266
5.9	Tracking High-Potential Progress	272
5.10	General Conclusions	274
6.1	Design Success Factors by Approach	287
7.1	Sample Talent Management Taxonomy for Leaders	316
7.2	Experiences and Competencies Matrix	332
8.1	Contributions from Psychological Theory	353
8.2	Individual Differences and the Capacity to Change	367
8.3	Coaching Readiness, Actions, and Outcomes	376
8.4	Skills Required at Different Levels of the Leadership Pipeline	378

8.5	Core Competencies of Effective Coaches	381
9.1	Factors Influencing the Focus of Talent Reviews	406
9.2	Roles in Reviewing and Managing Talent Pools	409
9.3	CEO and Senior Line Manager Questions	412
9.4	Performance-Potential Matrix and Likely Actions	419
9.5	Sample Elements of a Talent Strategy	427
11.1	Approaches to Defining Individual Functional Standards	480
11.2	Functional Competency Matrix Example	483
11.3	Components of a Functional Talent System	486
11.4	Functional Competency Development Guide— Example for HR Professionals	489
11.5	Metrics to Assess Impact	495
12.1	Evaluation Strategy, Evaluation Questions, Talent Management, and Organizational Outcomes by Stakeholder Group	513
12.2	Sample Talent Management Dashboard	517
12.3	Logic Model for an Example Talent Management Solution	520
12.4	ROI Associated with Proposed Assessment Center	522
12.5	Leading Indicator Metrics Examples by Talent Management Practice Area	528
12.6	Lagging Indicator Metrics Examples by Talent Management Practice Area	530
12.7	Data Collection Planning Template	534
12.8	Bank of America Talent Management Evaluation Logic Model	541
13.1	Global Leadership Capabilities	557
13.2	Succession Planning Chart	572
14.1	The Chinese Context Creates Challenges for HR Professionals	603
15.1	Talent Call Model: Definitions	627
16.1	Talent Management Framework at Microsoft	645
16.2	Microsoft Talent Management and Development	650
18.1	How New Success Factors Improve Leadership Development	690
19.1	Warren Staley's Personal Leadership List	701
21.1	Key Themes in Talent Management Approaches	746

21.2	Organizational-Level Challenges to Talent Management	754
21.3	Employee-Level Challenges to Talent Management	762
22.1	Talent Management Areas That Need Further Research	768

Exhibits

1.1	Core Talent Management Definition: Silzer and Dowell	18
1.2	DIME Model of Talent Management Success	23
4.1	Sample Onboarding Plan	183
5.1	Organizations Participating in the High-Potential Survey	220
5.2	High-Potential Identification Steps	233
5.3	PepsiCo View on Mobility as a Requirement to Be High Potential	252
7.1	Sample Experience Definition	322
7.2	Sample Development Plan Checklist	335
9.1	Talent Review Agenda	424
11.1	Functional Competency Example with Behaviorally Anchored Rating Scale	484
11.2	Functional Competency Interview Question Example	492
13.1	Generic Talent Profile	568
18.1	Insurance Is the Oxygen of Free Enterprise	671
18.2	Background of Ed Liddy and Joan Crockett	673
18.3	Allstate's Rationale for Enhancing Critical Success Factors	686
18.4	Sample Allstate Interview Guide	692
19.1	Warren Staley's Letter to Employees	703
19.2	Cargill Talent Declaration	708