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# One Page Talent Management

WITH A NEW  
INTRODUCTION

*Eliminating Complexity, Adding Value*

MARC EFFRON + MIRIAM ORT

HARVARD BUSINESS REVIEW PRESS

# One Page Talent Management Eliminating Complexity Adding Value

**Puja Mehta**



## **One Page Talent Management Eliminating Complexity Adding Value:**

*One Page Talent Management, with a New Introduction* Marc Effron, Miriam Ort, 2018-07-17 A radical approach to growing high quality talent fast You know that winning in today s marketplace requires top quality talent You also know what it takes to build that talent and you spend significant financial and human resources to make it happen Yet somehow your company s beautifully designed and well benchmarked processes don t translate into the bottom line talent depth you need Why Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent building models without evaluating whether those components add any value to the overall process Consequently simple activities like setting employee performance goals become multipage headache inducing time wasters that turn managers off and fail to improve results Effron and Ort introduce a simple powerful scientifically proven approach to increase your ability to develop better leaders faster One Page Talent Management OPTM Using the straightforward easy to follow process described in this book you will eliminate frustrating complexity focus only on those components that add real value and build transparency and accountability into every practice Based on extensive research and experience in companies such as Avon Products Bank of America and Philips One Page Talent Management shows you how to Quickly identify high potential talent without complex assessments Increase the number of ready now successors for key roles Generate 360 degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent building processes Do away with complexity and bureaucracy and develop the high quality talent you need right now [One Page Talent Management](#) Marc Effron, Miriam Ort, 2010 A Revolutionary Approach to Talent Management You know that winning in today s marketplace requires top quality talent You also know what it takes to build that talent and you spend significant financial and human resources to make it happen Yet somehow your company s beautifully designed and well benchmarked processes don t translate into the bottom line talent depth you need Why Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent building models without evaluating whether those components add any value to the overall process Consequently simple processes like setting employee performance goals become multi page headache inducing time wasters that turn managers off to the whole process and fail to improve results In this revolutionary book Effron and Ort introduce One Page Talent Management OPTM a powerfully simple approach that significantly accelerates a company s ability to develop better leaders faster The authors outline a straightforward easy to use process for designing results oriented OPTM processes base every process on proven scientific research eliminate complexity by including only those components that add real value to the process and build transparency and accountability into every practice Based on extensive research and the authors hands on corporate and consulting experience with companies including Avon Products Bank of America and Philips One Page Talent Management shows how to Quickly identify high potential talent without complex assessments Increase the number of ready

now successors for key roles Generate 360 feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent processes Enforce accountability for growing talent through corporate culture compensation etc A radical new approach to growing talent One Page Talent Management trades complexity and bureaucracy for simplicity and a relentless focus on adding value to create the high quality talent you need right now      Talent Assessment Tracy Kantrowitz,Douglas H. Reynolds,John Scott,2023 This book reviews the latest advances in technology enabled assessment in the workplace Featuring chapters on key trends and innovations in assessment the volume covers advances in the foundational science of assessment technology related innovations updates to regulations principles and standards and assessment for development Including a variety of case studies that describe talent assessment in action and how organizations of varying sizes develop and implement assessment programs this book is ideal for practitioners and academics in the field      **The Cambridge Handbook of the Changing Nature of Work** Brian J. Hoffman,Mindy K. Shoss,Lauren A. Wegman,2020-04-23 This handbook provides an overview of the research on the changing nature of work and workers by marshalling interdisciplinary research to summarize the empirical evidence and provide documentation of what has actually changed Connections are explored between the changing nature of work and macro level trends in technological change income inequality global labor markets labor unions organizational forms and skill polarization among others This edited volume also reviews evidence for changes in workers including generational change or lack thereof that has accumulated across domains Based on documented changes in work and worker behavior the handbook derives implications for a range of management functions such as selection performance management leadership workplace ethics and employee well being This evaluation of the extent of changes and their impact gives guidance on what best practices should be put in place to harness these developments to achieve success      **Shockproof** Debra Jacobs,Garrett Sheridan,Juan Pablo González,2010-11-18 Reinvent your company to deliver sustained profitable growth As performance lags in the midst of economic cycles many companies turn to magic bullets such as EVA Kaizen or Six Sigma Unfortunately these initiatives along with how they re implemented often deliver only short term positive impact or cause more pain than the preexisting condition Returning to competitive health and profitability in the face of economic downturns requires a dynamic realignment of business strategies organizational design and talent management Based on timely research conducted by Axiom Consulting Partners Shockproof empowers and enables business leaders owners and managers to make and maintain the necessary connection between strategies and organization to achieve sustainable performance Create an agile business that can rapidly reinvent itself as business conditions change Foster leadership that knows how to mobilize people to execute and deliver results Build a workforce that is adaptive inherently innovative and energized by the rewards of success As priorities change and challenges arise throughout the ebbs and flows of the economic cycle let Shockproof guide you to reinvent your company and deliver sustained profitable growth in good times and bad      Managing Talent Mike

Rugg-Gunn,2023-07-27 Recruiting selecting retaining and developing great people are essential for any successful business And the combination of digital transformation and post pandemic work realities presents major challenges for all organisations This book provides best practice talent management guidance for businesses undertaking digital transformation or facing digital disruption Taking the reader through the stages of talent acquisition selection retention and development this practical and concise book sets out assesses and predicts how the digital revolution impacts talent management practices and helps the reader navigate the journey from an analogue to a digital organisation updates talent management concepts and illustrates these with examples and cases of best practice across the business world and enables senior leaders talent management professionals and managers to quickly access and implement key learnings through the use of practitioner point summaries and a set of Ten Top Tips in each relevant chapter The book provides practical insights grounded in research into how to manage talent in a fluid and dynamic world of digital change and is aimed at senior leaders and managers and the HR community It clearly shows how organisations undertaking a digital journey need to flex and adapt their talent management processes Rethinking Organizational Diversity, Equity, and Inclusion William J. Rothwell,Phillip L. Ealy,Jamie Campbell,2022-05-03 Research has shown that having a diverse organization only improves and enhances businesses Forbes and Time report that diversity is an 8 Billion a year investment However poorly implementing diversity programs have damaging effects on the organization and the very individuals these programs attempt to help Poorly implemented programs can cause peers and subordinates to question decisions and lose faith in leadership In addition it can cause even the most confident individuals to doubt their own skillset and qualifications Many organizations have turned to training to solve this complex issue Yet still other organizations have created and filled diversity and inclusion positions to tackle the issue The effects of these poorly implemented programs are highlighted during strenuous times such as the latest COVID 19 pandemic Marginalized people are more marginalized and resources and support do not reach everyone Tasks such as providing technical support conducting large group meetings or distributing work obligations without seeing employees on a daily basis becomes more challenging Complex problems cannot be solved with simple solutions Using organization development OD to develop a comprehensive change initiative can help This book outlines how properly conducting an OD change initiative can effectively increase an organization s diversity and inclusion it is grounded in research based literature on diversity and OD principles Many organizational leaders realize the key importance of diversity equity inclusion and multiculturalism in modern organizations It is only through such efforts can organizations thrive in a networked world where much work is done virtually and often across borders But a common scenario is that leaders recognizing the need for a diversity program will pick someone from the organization to launch it Perhaps the person identified for this challenge is in the HR department but has had no experience in launching diversity efforts or even in managing large scale long term organization wide change efforts But these are the challenges to be faced This book quickly

identifies some reasons why diversity programs fail and how to avoid those failures The majority of the book highlights how to use OD to improve organization culture and processes to not only increase diversity and inclusion but develop overall organization talent and prevent personal preferences and biases from hindering the selection of the best talent for positions

**Handbook of Strategic 360 Feedback** Allan H. Church, David W. Bracken, John W. Fleenor, Dale S. Rose, 2019-04-10

The definitive work on strategic 360 feedback this volume presents viewpoints from researchers scientists practitioners and consultants on best practices in the design implementation and evaluation of many forms of multirater processes and technologies currently used to support talent management systems

**Monitoring Business Performance** Per Lind, 2014-07-11 The idea of using models to inform business practice seems appealing as it suggests the abstraction and control of a large complex subject by means of a smaller easily manipulated mechanism In reality however many models prove inadequate when translated into business methods **Monitoring Business Performance Models Methods and Tools** elucidates how the assumptions and perceptions that guide performance assessment are often based on models that are poor interpretations and descriptions of reality In this book the author scrutinizes the models underlying a number of well known business methods and tools and sheds light on the assumptions and subjective perceptions that undermine their effectiveness In doing so he offers a unique criticism of accepting business models without questioning their relevance and applicability and highlights the need to treat models as hypotheses rather than as certainties

**Hardware Retailing**, 2009 *8 Steps to High Performance* Marc Effron, 2018-07-17 The steps you need for the results you want There s no shortage of advice out there on how to perform better and better than others at work The problem is knowing which methods are actually proven to work and how you should act on them to get the best results In *8 Steps to High Performance* talent expert and bestselling author Marc Effron cuts through the noise with his signature science based simplicity approach to identify what matters most and show you how to optimally apply your time and effort to boost your performance It turns out that higher performance comes from doing many things well but some of those things are not in your power to change Effron reveals the eight key factors you do control and practical steps for improving yourself on each one You ll learn How to set goals that create higher performance Which behaviors predict higher performance in different situations How to quickly develop the most important capabilities Who to connect with and why How to understand and adapt to your company s strategy Why you sometimes shouldn t be the genuine you How to best manage your body to sustain your performance How to avoid management fads that distract you from high performance Research based practical and filled with self assessments tools and templates to support your performance goals at work this short powerful book will help you and anyone on your team deliver outstanding results

**Wahlen** Rudolph Bernhard, 1994 *The Value of Talent* Janice Caplan, 2010-12-01 In today s business environment extraordinary rates of change are driving the evolution of talent management from being a strategy that deals with skills shortages to a more comprehensive one that represents a radically different way of managing people and

organizations In *The Value of Talent* Janice Caplan proposes a brand new inclusive approach to talent management which recognizes that to survive and prosper in this world organizations require strategies that develop strengths value diversity and encourage creativity across all levels of the organization By applying the principles set out by the author organizations will be able to help individuals achieve their aspirations whilst also addressing the gap between what the organization s capabilities are now and what will be required in the foreseeable future The author emphasizes the importance of spotting changes on the horizon formulating appropriate business strategies and indentifying the capabilities required to achieve them She examines methods for developing organizational capabilities individual development performance enhancement leadership development and succession planning The approach links all parts of the HR agenda especially recruitment development reward and employee engagement integrating these with business strategy to create consistency and clarity The book offers sound practical advice and innovative solutions supported by examples and case studies from a broad range of international organizations leading the development of talent including Standard Chartered Guardian Media Group BBC KPMG and Burson Marsteller

*Digitalised Talent Management* Sharna Wiblen,2021-01-31 This book focuses on digitalised talent management the use of information technologies in talent management The book affords theoretically methodologically and empirically informed insights that are especially salient given the need for executives and organisations to balance the role of humans and technology while ensuring competitiveness in this interconnected and increasingly digital world In doing so the book will shape and contribute to academic and industry based conversations about the role of technological innovations in enabling organizations to transition towards digital ways of organising talent as well as the associated implications for the who what where when and why of talent management as stakeholders decide which aspects of talent management can be delegated to technology and those that require human agency This book adds value by assembling subject matter experts currently siloed within traditional research domains whilst also highlighting the complexity of managing talent By synthesising content from world leading academics who herald from various backgrounds the book will instigate shape and contribute to conversations about both the promises and perils of digitalised talent management and the extent to which judgments and decisions about an organisations most valuable asset it s talent should be delegated to non human agents This book will be of interest to researchers academics and students in the fields of talent management and organisational design especially those interested in digital ways of working managing and leading

**From Talent Management to Talent Liberation** Maggi Evans,John Arnold,Andrew Rothwell,2019-11-20 As the pace of change increases and new business structures evolve finding and harnessing people s talent is becoming ever more important *From Talent Management to Talent Liberation* presents a thoughtful and practical approach to talent It provides compelling evidence for the limitations of talent management practice and offers talent liberation as an alternative approach Talent Liberation is positioned through five premises that draw on the agile movement to provide a fundamental reappraisal of the talent agenda

These premises are then applied through a range of strategic and tactical tools such as the Talent Compass By combining academic research thought leadership and practical experience this book will stimulate fresh thinking Readers will be inspired to take action using the simple tools to liberate more of the talent in their organisation and their teams Leaders HR professionals and individuals will benefit from the relevant insights shared here **Effective Talent Management** Mark Wilcox,2016 **Talent Management Pocketbook** Andy Cross,2016-07-31 How to find keep and get the best from the people who can make an enterprise thrive is the subject of the Talent Management Pocketbook now in its 2nd edition It features checklists and self assessment tools to gauge current talent management strategy and pinpoint where improvements can be made Included too are examples of outstanding talent management practices How do you judge with confidence that someone will succeed in a bigger role The book describes how the potential profiler can help identify potential talent in the key performance areas It is one of several helpful models described Blending talent in order to build talented teams is another focus of this illustrated pocketbook It deals with its subject in clear concise terms with the emphasis on providing practical solutions The Talent Management Pocketbook has been written for trainers HR and recruitment professionals and for line managers with responsibility for retaining and developing talented team members **Talent Management** Anthony McDonnell,Sharna Wiblen,2020-12-22 Talent management is a central element of managerial discourse and organisational practice This short form book provides a succinct overview on the state of research on talent management The authors set out the key themes arguments trends and future research trajectories of talent management highlighting major works in the field As a research topic with a fragmented body of knowledge pluralistic perspectives are summarised while workforce differentiation emerges as a central element A critical introduction for students scholars and reflective practitioners this book guides readers through a relatively new and rapidly developing area of management research Talent Management,2017 Adopt a top notch talent management strategy that helps you recruit and retain employees who add value to your company **Make Your People Before You Make Your Products** Paul Turner,Danny Kalman,2014-11-03 Your people hold the key to your business success Make Your People Before You Make Your Products is an authoritative guide to the evolution of talent management Written specifically for HR professionals this book describes how organizations can gain a global competitive edge through better management of talent resources With a practice based philosophy readers will learn more effective talent management strategies for a complex market in which people are often the only competitive advantage Inclusivity is emphasized and discussion centres on innovative dynamic fluid approaches to talent acquisition development and retention In today s market environment talent has moved from audience to community while leadership has shifted from control to empowerment Traditional linear approaches to talent management are falling short and directing resources solely to senior management and HIPOs is no longer a valid strategy This book provides practical guidance on more modern approaches helping organizations to Attract and retain the best talent by expanding talent resource management Augment



traditional management methods with more dynamic techniques Develop a talent strategy that recognizes the new diversity of supply and demand Consider the evolving roles of talent and leadership in a global context Contextual changes in workplace dynamics necessitate an updated approach for keeping the best people on board and using them to their utmost potential Talent management is a driving force behind an organization's success affecting outcomes by every major metric if the strategy becomes stale success is no longer sustainable Make Your People Before You Make Your Products is guide toward developing an organization's greatest asset

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