



Strategy-Driven Talent Management: A Leadership Imperative (J-B SIOP Professional Practice Series)

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A Publication of the Society for Industrial and Organizational Psychology

Praise for *Strategy-Driven Talent Management*

"Silzer and Dowell's *Strategy-Driven Talent Management* provides a comprehensive overview of the different elements of the best talent management processes used in organizations today. This is a valuable resource for leaders and managers, HR practitioners and anyone involved in developing leadership talent."

—**Ed Lawler**, Professor, School of Business, University of Southern California

"Talent is the key to successful execution of a winning business strategy. *Strategy-Driven Talent Management* by Silzer & Dowell provides a thorough and very practical guide to building and managing talent based on the strategic needs of the organization. Business leaders will find this an excellent resource with many interesting examples and best practices from leading companies."

—**Herbert L. Henkel**, Chairman and Chief Executive Officer, Ingersoll Rand

"Thanks to *Strategy-Driven Talent Management*, we can move from an attractive idea of talent management to practices that deliver. This book brings the work of practitioners—the people who are inventing, crafting, and shaping the field of talent management—to the forefront. Their collective experiences and insights will certainly enrich your own research and practice."

—**Cynthia McCauley**, PhD, Senior Fellow, Center for Creative Leadership

"It is exciting to see that Rob Silzer and Ben Dowell have given us the state of the art in 2010 of integrating human resource issues into strategic management. This volume is a must read for human resource and line leaders alike. The journey is far from over, but this volume of work will chart the course for further progress."

—**Noel Tichy**, Professor, Management and Organizations, University of Michigan, Ross School of Business

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Editorial Review

From the Inside Flap

Strategy-Driven Talent Management

Organizations today understand that superior talent can create competitive business advantage. Executives are working with human resource managers and talent professionals to significantly improve their organization's ability to attract, develop, deploy, and retain the talent needed to achieve the organization's strategies. Effective CEOs and senior leaders are realizing that strong talent resources are as critical to business success as financial resources.

This book in the SIOP Professional Practice Series provides an up-to-date review and summary of current and leading-edge talent management practices in organizations. A comprehensive book, *Strategy-Driven Talent Management* brings together an outstanding group of leading practitioners who present state-of-the-art ideas, best practices, and guidance on how to recruit, select, assimilate, develop, and retain exceptional talent and integrate talent management efforts with organizational strategy. Written for human resource professionals, industrial-organizational psychologists, and corporate executives, this key resource is a clear must-read guide to the emerging field of strategic talent management.

Strategy-Driven Talent Management

- shows how to build competitive advantage through an integrated and strategic talent management program.
- summarizes what it takes to attract, develop, deploy, and retain the best talent for the strategic needs of an organization.
- reviews critical issues such as managing talent in global organizations and measuring the effectiveness of talent management programs.
- Includes case examples and CEO interviews from leading-edge companies such as PepsiCo, Microsoft, Home Depot, Cargill, and Allstate, which reveal how each of these organizations drives talent management with their business strategies.

This essential must-have HR resource offers insight into the future of strategic talent management, an extensive annotated bibliography and suggestions for preparing the next generation of organizational leaders.

From the Back Cover

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About the Author

Rob Silzer is the managing director of HR Assessment and Development, Inc. For more than twenty-five years he has consulted with managers, HR professionals, executives, and CEOs from more than 150 organizations. Dr. Silzer specializes in executive and management leadership, assessment, selection, coaching, and development, and in strategically driven HR systems. He is editor of *The 21st Century Executive: Innovative Practices for Building Leadership at the Top* and co-editor with Richard Jeanneret of *Individual Psychological Assessment: Predicting Behavior in Organizational Settings*.

Ben E. Dowell is an independent talent management consultant. He was vice president of talent management for the Bristol-Myers Squibb Company. His experience spans 30 years primarily working within companies to align talent management actions, systems, and processes with the strategic needs of the enterprise. Dr. Dowell specializes in talent management processes for senior leaders including succession planning and management, executive selection, and executive coaching.

The Society for Industrial and Organizational Psychology (SIOP) is a 4,000-member Division within APA. The Professional Practice Series provides practitioners and students with guidance, insights, and advice on how to apply the concepts, research findings, methods, and tools from I-O psychology to address human-capital issues in organizations.

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Allen Scheiber:

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