Contents

Introduction 1
Recognizing the talent ‘doom loop’ 3
About our research 6
Seven key insights 6
How this book is organized 7

1 We Are All Talent Now 13
What we mean by talent 19
Talent ecology and the truth about talent 20
The truth about talent 24
We are all talent now 27
Talent is abundant and diverse 27
The talented are those who generate value, not merely those who can get to the top 27
Potential is discretionary 27
Growing and engaging talent is at the core of leadership 28
HR must reinvent itself to deliver practices for a ‘workforce of one’ 28
Talented people are attracted to talented places 28

2 A New Way of Thinking About Talent 31
How organizations think about talent 31
What we mean by talent 32
How talent management is changing 34
A fragmented, fluctuating supply of labour 36
From the credit crunch to the capability crunch 37
Connected consumption 38
Where we are today: the problem with current views of ‘talent’ in organizations 39
The belief that the future can be managed: from succession to scenario planning 40
The belief that we can spot our future leaders today (and manage their careers) 42
The march of the ‘high potentials’ 42
Potential for what? 44
Being insightful 45
Moving beyond the usual suspects ... 47
The rise of discretionary potential 49
A more tangible view of talent 50
How do you make a difference? 52
Leadership reflections 52

3 Talent Diversity: You Need to Believe It to See It 55
The link between talent and diversity 55
Meritocracy and diversity – sources of talent 56
Boiled frogs and Chilean potatoes ... why diversity is vital 58
Diversity – the best way to future-proof your business and avoid homogeneity 60
A new war for talent 63
Practical actions that will begin making a difference 64
Leadership reflections 66

4 Strategy – Beginning With the End in Mind 69
Strategy – the first priority 71
Future thinking and scenarios 72
Why future thinking and scenarios are valuable 72
Learning from the past, preparing for the future 76
Checklist: using scenario thinking 77
Developing strategy 80
The essence of successful strategies 80
Developing the talent ecology 113
Aiming for a ‘fly wheel’ effect 114
Leadership reflections 114

6  Getting Personal: The Workforce of One 117
Bringing your talents to work 117
Life just got personal — the trend to mass customization 118
The rise of the employer brand 119
The value of segmentation 120
Understanding memetics 122
Segmenting talent 124
Techniques for rating performance 124
Using employee data 125
Getting beneath the Employee Value Proposition 126
Leadership reflections 128

7  Engaging With Talent 131
Employee engagement: what it is and why it matters 131
The benefits of engagement 132
What affects employee engagement? 133
Three-factor theory 136
Engagement and the three factors 138
Checklist: connecting employee enthusiasm with business success 139
The rule of 150: Gore Associates 145
Sears and the service-profit chain 147
Creating a climate for engagement 148
Understanding what doesn’t work 149
Getting people engaged 149
Leadership reflections 151

8  The Meaning of Work 155
The meaning of work 155
The importance of meaningful work 159
People — more than ‘human resources’ 159
9 **Leading for Talent** 165

The challenges of 21st century leadership 166
- Globalization, interconnectedness and interdependence 168
- Increasing complexity 170
- The challenge of sustainable growth 171
- The need for innovation 172
- Changing attitudes, rising expectations 173
- Organizations are changing 176
- Knowledge matters 177
A new approach to leadership 178
- The business case 179
  - People are the answer (specifically, their head, heart and guts) 180
Understanding your leadership style 181
- Understanding different leadership styles 182
- Taking leadership seriously 184
Leadership reflections 188

10 **Techniques for Realizing Talent in Your Whole Workforce** 191

Leading with your heart 192
- Balance the needs of individuals and the business 193
- Know yourself and connect emotionally to others 193
- Stay self-aware 194
- Develop empathy 195
- Remain in control 196
- Use different styles of working 196
- Develop emotional intelligence (EQ) 198
- Inspire trust 199
- Use visioning to increase collaboration and understanding 215
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop creativity and innovation</td>
<td>217</td>
</tr>
<tr>
<td>Build a diverse team and empathic approach</td>
<td>218</td>
</tr>
<tr>
<td>Using intellect, intelligence and insight</td>
<td>219</td>
</tr>
<tr>
<td>Rethinking</td>
<td>219</td>
</tr>
<tr>
<td>Reframing</td>
<td>220</td>
</tr>
<tr>
<td>Focusing on results and getting things done</td>
<td>221</td>
</tr>
<tr>
<td>Developing and articulating a point of view</td>
<td>222</td>
</tr>
<tr>
<td>Courageous leadership</td>
<td>223</td>
</tr>
<tr>
<td>Taking risks with incomplete data</td>
<td>223</td>
</tr>
<tr>
<td>Balancing risk and reward</td>
<td>224</td>
</tr>
<tr>
<td>Acting with unyielding integrity</td>
<td>224</td>
</tr>
<tr>
<td>Communicating</td>
<td>225</td>
</tr>
<tr>
<td>Empowering people</td>
<td>227</td>
</tr>
<tr>
<td>Coaching and developing talent</td>
<td>229</td>
</tr>
<tr>
<td>Conclusion: Creating a Talent Flywheel</td>
<td>235</td>
</tr>
<tr>
<td>See talent in context</td>
<td>237</td>
</tr>
<tr>
<td>Treat everyone as talent</td>
<td>238</td>
</tr>
<tr>
<td>Focus on value creation</td>
<td>238</td>
</tr>
<tr>
<td>Make work personal</td>
<td>239</td>
</tr>
<tr>
<td>Build everyone’s capability</td>
<td>239</td>
</tr>
<tr>
<td>Take leadership seriously</td>
<td>240</td>
</tr>
<tr>
<td>Tend your talent ecology</td>
<td>240</td>
</tr>
<tr>
<td>Appendix: Researching the Truth About Talent</td>
<td>243</td>
</tr>
<tr>
<td>Research acknowledgements</td>
<td>245</td>
</tr>
<tr>
<td>Index</td>
<td>249</td>
</tr>
</tbody>
</table>