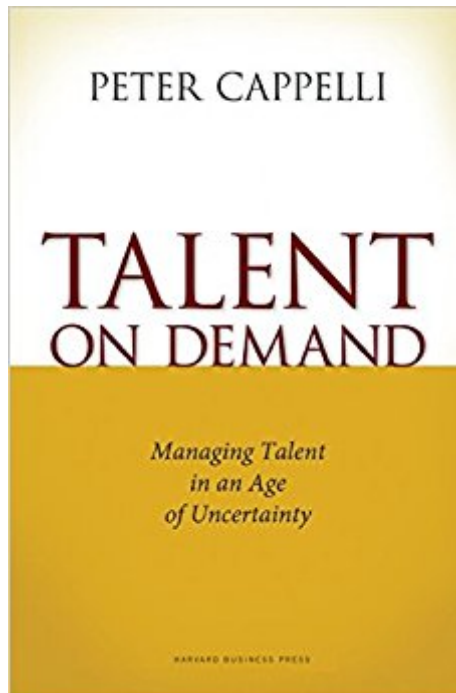




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# Talent On Demand: Managing Talent In An Age Of Uncertainty



## Synopsis

Executives everywhere acknowledge that finding, retaining, and growing talent counts among their toughest business challenges. Yet to address this concern, many are turning to talent management practices that no longer work--because the environment they were tailored to no longer exists. In today's uncertain world, managers can't forecast their business needs accurately, never mind their talent needs. An open labor market means inevitable leaks in your talent pipeline. And intensifying competition demands a maniacal focus on costs. Traditional investments in talent management wind up being hugely expensive, especially when employees you've carefully cultivated leave your firm for a rival. In *Talent on Demand*, Peter Cappelli examines the talent management problem through a radical new lens. Drawing from state-of-the-art supply chain management and numerous company examples, he presents four new principles for ensuring that your organization has the skills it needs--when it needs them. In this book, you'll discover how to:

- Balance developing talent in-house with buying it on the open market
- Improve the accuracy of your talent-need forecasts
- Maximize returns on your talent investments
- Replicate external job market dynamics by creating an in-house market that links available talent to jobs

Practical and provocative, *Talent on Demand* gives you the ideas and tools you'll need to match the supply of talent to your demand for it--today and tomorrow.

## Book Information

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## Customer Reviews

This is one of those books that I believe can be either read independently or used as a textbook for a college course in talent management. As an independent read, if you are in a position that hires or

develops employees, or if you must talk with your CEO or other C-suite team member about your organization's hiring and talent management philosophies, then this book is a must read for you. This book will give you a good grounding in the area of hiring and talent management. As our economy continues to evolve towards becoming a creative/knowledge based economy, talent management continues to rise in importance. Today's environment requires more than just the physical presence of the employee. Today's employees not only need to be physically present, they need to be totally engaged. Managing employee talent has become a critical organizational strategy and individual managerial skill. And then there are the costs:\*

- \* The costs associated with acquiring employees
- \* The costs associated with developing employees
- \* The costs associated with managing talent management risks

This book is about the basic challenge of talent management - Identifying the demand of talent and then establishing a system or process that just meets that demand. Hitting the demand target must be accomplished while taking into consideration today's complexity and uncertainty during the planning and development processes. This book is comprehensive in that it presents an historical overview and puts the talent management issue into context. The talent management process is one of buying vs. developing talent. The making vs. buying cycle is driven by the larger product, economic and available labor cycles.

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