



Talent Wins

Ram Charan , Dominic Barton , Dennis Carey

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Most executives today recognize the competitive advantage of human capital, and yet the talent practices their organizations use are stuck in the twentieth century. Typical HR talent-planning processes (which are too expensive and take too long to implement) are designed for predictable environments, traditional ways of getting work done, and organizations where "lines and boxes" still define how people are managed. As work and organizations have become more fluid--and business strategy is no longer about planning years out but about sensing and seizing new opportunities and adapting to a constantly changing environment--companies must deploy talent in new ways to remain competitive.

Written for CEOs and leaders across the organization, *Talent Wins* provides a much-needed framework for transforming how companies acquire, manage, and deploy talent--for today's agile, digital, analytical, technologically driven strategic environment--and for creating the HR function the business needs. With examples of companies that are well along the path of reinventing their approaches to talent, such as Amgen, AT&T, BlackRock, GE, Haier, J&J, and PepsiCo, as well as the juggernauts and the start-ups of Silicon Valley, this book provides leaders with a seven-part plan for:

Integrating talent and capital
Making talent drive strategy
Designing and redesigning the work of the organization
Scaling up individual talent
Creating an M&A strategy for talent
Reinventing the role of HR
Living the talent agenda

Providing deep, expert insight and advice for what needs to change and how to change it, *Talent Wins* is the definitive book for reimagining and creating the talent-driven organization.

Talent Wins Details

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From Reader Review Talent Wins for online ebook

Maciek Wilczyński says

I liked it. If you know McKinsey style of communication and the way the Firm operates you can understand the book content just by reading a memo. And that's fine. It's Harvard Business Review published book, dedicated for CEOs of top companies in the world. You can't expect them to read everything they see as they don't have time.

Main governing thought is: you need to attract top talent and managing it is the main challenge in current economy. Supported by these 3 thoughts:

1. You need to have "G3" suite of CxO level people, in this case: your CHRO needs to be at the same level of CFO. HR Chief needs to be strategically focused, have a helicopter view, rather than work on the processes. That's crucial.
2. Focus on 2% of your top talent. They drive the most growth and revenue to the firm.
3. Use cutting-edge HR tools to gain competitive advantage.

You can read about that in the first pages of the book, everything later are case-study supported proves it works.

If you're not CEO of at least 150+ people company (it would give you 3 people of your top 2%), then you may wait with reading that book. On the other hand, elevating your HR officer at the beginning may be a good idea for the future.

Book is short, brief and presents clear message. Recommended for 2 days read.

Rick Yvanovich says

Another book stressing the need for a people first organisation.

Srk says

Simple concepts for organizational and CHRO success

Honey says

It's written for CEOs, but I've learned more than I've imagined.

P. S.

I'll elaborate further on this when I find the time to.

Dana Kaplan says

It's impossible to not take seriously the thought framework of these three professionals - and what they're saying is that a talent-first CEO and organization isn't a nice to have, it's critical to succeed in the current climate. This will require a mentality shift within the entire C-suite.

There are so many recommended tactics I agree with, but three of my favorites:

1. Redefining the HR Business Partner role's critical traits: intellectual curiosity, possession of business knowledge and a feel for how it makes money, insights when judging people and lastly - demonstrate willingness to be engaged in the business and COURAGE to have a point of view. How many HR BP's at your organization possess these traits? The talent exchange of HR personnel in and out of the business seems clearly advantageous.
 2. Forward thinking companies understand importance of HR Tech. investment, but older companies are slower to move on this front. People decisions cannot just be judgement calls, and technology to help gather and utilize timely data are key. Would you make judgement calls on other capital allocation decisions without the right data points? HR Tech. investment should be priority, and pilots should be utilized to determine the best platform for the organization.
 3. The importance of the top 2%. Identification of this group, understanding that they come from throughout the organization and not just those whose are at the highest levels, and the right level of engagement and utilization of the group to help foster change. Conceptually simple but I think this group is under utilized to facilitate mindset shifts in large corporations.
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Vasyl Pasternak says

this book is mostly for CEO. it is interesting but not very practical for the middle managers.

Tom Watling says

I loved the concepts presented on letting the 'front line' lead. I'm a big fan of the empowerment of all employees to own, improve and enhance now only their domain, but their team and business. First paragraph of P61 summarised this beautifully.
