

Assessment Centres And Global Talent Management

This book draws on recent theoretical contributions in the area of global talent management and presents an up to date and critical review of the key issues which MNEs face. Beyond exploring some key overarching issues in global talent management the book discusses the key emerging issue around global talent management in key economies such as China, India, the Middle East and Eastern Europe. In contrast to many of the currently available texts in the area of global talent management which are descriptive and lacking theoretical rigor, this text emphasizes the critical understanding of global talent management in an organizational context. Drawing on contributions from the leading figures in the field, it will aid students, practitioners and researchers alike in gaining a well grounded and critical overview of the key issues surrounding global talent management from a theoretical and practical perspective.

The chapters published in this volume provide cutting edge ideas by leading scholars, and help to inform mergers and acquisitions research around the world.

The Oxford Handbook of Talent Management offers academic researchers, advanced postgraduate students, and reflective practitioners a state-of-the-art overview of the key themes, topics, and debates in talent management. The Handbook is designed with a multi-disciplinary perspective in mind and draws upon perspectives from, inter alia, human resource management, psychology, and strategy to chart the topography of the area of talent management and to establish the base of knowledge in the field. Furthermore, each chapter concludes by identifying key gaps in our understanding of the area of focus. The Handbook is ambitious in its scope, with 28 chapters structured around five sections. These include the context of talent management, talent and performance, talent teams and networks, managing talent flows, and contemporary issues in talent management. Each chapter is written by a leading international scholar in the area and thus the volume represents the authoritative reference for anyone working in the area of talent management.

Modern projects are all about one group of people delivering benefits to others, so it's no surprise that the human element is fundamental to project management. The Gower Handbook of People in Project Management is a complete guide to the human dimensions involved in projects. The book is a unique and rich compilation of over 60 chapters about project management roles and the people who sponsor, manage, deliver, work in or are otherwise important to project success. It looks at the people-issues that are specific to different sectors of organization (public, private and third sector); the organization of people in projects, both real and virtual; the relationship between people, their roles and the project environment; and the human behaviours and skills associated with working collaboratively. Thus this comprehensive and innovative handbook discusses all the important topics associated with employing, developing and managing people for successful projects. The contributors have been drawn from around the world and include experts ranging from practising managers to academics and advanced researchers. The Handbook is divided into six parts, which begin with management and project organization and progress through to more advanced and emerging practices. It benefits hugely from Lindsay Scott's expert knowledge and experience in this field and from Dennis Lock's contributions and meticulous editing to ensure that the text and illustrations are always lucid and informative. This second edition of Developing Organizational Simulations provides a concise source of information on effective and practical methods for constructing simulation exercises for the assessment of psychological characteristics relevant to effectiveness in work organizations. Incorporating new additions such as the multiple ways technology can be used in the design, delivery, scoring, and evaluating of simulation

exercises, as well as the delivery of feedback based on the results, this book is user-friendly with practical how-to guidance, including many graphics, boxes, and examples. This book is ideal for practitioners, consultants, HR specialists, students, and researchers in need of guidance developing organizational simulations for personnel selection, promotion, diagnosis, training, or research. It is also suited for courses, workshops, and training programs in testing and measurement, personnel selection, training and development, and research methodology.

Global talent strategy -- Talent analytics -- Recruiting talent globally -- Selecting talent globally -- Global staffing and talent management
In *Applied Psychology in Talent Management*, world-renowned authors Wayne F. Cascio and Herman Aguinis provide the most comprehensive, future-oriented overview of psychological theories and how they impact people decisions in today's ever-changing workplace. Taking a rigorous, evidence-based approach, the new Eighth Edition includes more than 1,000 new citations from over 20 top-tier journal articles. The authors uniquely emphasize the latest developments in the field—all in the context of historical perspectives. Integrated coverage of technology, strategy, globalization, and social responsibility throughout the text provides students with a holistic view of the field and equips them with the practical tools necessary to create productive, enjoyable work environments.

"This volume provides anyone using technology-enhanced assessments as part of organizational selection, promotion, or development programs, or considering their use, with both cutting-edge discussions of critical measurement issues and detailed examples of ongoing HR systems that highlight the opportunities and challenges of such assessments." —James L. Farr, professor, Department of Psychology, Pennsylvania State University
"Assessment systems provide an efficient means to evaluate and deploy talent across our global business. *Technology-Enhanced Assessment of Talent* highlights the science behind these technologies, as well as cutting-edge solutions shown to be effective in running the talent side of business." —David A. Rodriguez, Ph.D., executive vice president, Global Human Resources, Marriott International, Inc.
The Jossey-Bass SIOB Professional Practice Series was launched in 1988 to provide I-O psychologists, organizational scientists and practitioners, human resources professionals, managers, executives and those interested in organizational behavior and performance with volumes that are insightful, current, informative and relevant to organizational practice. The volumes seek to inform those interested in practice with guidance, insights and advice on how to apply the concepts, findings, methods, and tools derived from industrial and organizational psychology to solve human-related organizational problems.

Research on the reliability and validity of assessment centers (ACs) has been ongoing for at least 50 years and continues to this day. The assessment center method is a technique or process that is used to assess individual performance and potential. One of the most heavily researched topics over the last 30 years has been the internal structure of AC ratings that assessors make on rating dimensions after the completion of each exercise. This volume, with contributions from experts from around the world, looks at Dimension-Based Assessment Centers, Task-Based

Assessment Centers, and Mixed-Model Assessment Centers. All three perspectives are presented in different sections, and a summary of these diverse perspectives is given at the end of the book.

The theme permeating this book on assessment centers is "continuity and change", describing what has remained the same and what has changed in the 50-year history of the assessment center method. One of the important changes explored is the evolution of the goals of assessment center programs and the ways in which assessment centers and their component parts have been used. *Assessment Centers in Human Resource Management* clearly differentiates between assessment centers used for prediction, diagnoses, and development. In addition, this book explores: assessment centers and human resource management; court cases involving assessment centers; innovations in assessment center operations; cross-cultural considerations including diversity of the workforce; and assessor training. The target audience for the text includes students who are learning about assessment centers, practitioners including human resource managers and consultants who may be considering the implementation of assessment centers, and academicians who are researching the method and wish to understand current issues.

This book presents an approach to business leadership development to help fill the pressing need for more effective leaders who can operate across cultures. Our HV model of global leadership development combines a horizontal approach (traditional competencies) with a vertical one (self-transformation). The model's horizontal aspect is based on our study of 1,880 global leaders of nine nationalities. Nine competencies are measured, and individual profiles are compared against this global data base. Feedback and coaching begins the development process by verifying results, achieving self-recognition and establishing motivation and potential for change. The vertical aspect is based on the work of Kegan and Lahey (2009) in which self-transformation can be attained by overcoming an immunity to change and engaging in behaviors measured by the horizontal assessment. Examples of behavior change maps are shown for all nine of the competencies.

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nine of the competencies.

Strengthening Policy Research: Role of Think Tank Initiative in South Asia is a vivid presentation of the diverse journeys of think tanks under the aegis of the Think Tank Initiative (TTI) programme managed by the International Development Research Centre in South Asia. The book extensively discusses the three areas of TTI support to strengthen think tanks, viz., organizational performance, research quality and policy engagement. It emphatically demonstrates the crucial role of long-term core support in strengthening think tanks for more rigorous research quality as the basis for public policymaking. It presents a rich tapestry of complex pathways that each think tank adopts to engage in policy outreach in their respective domains. The book makes a strong, evidence-based case on how even limited yet assured funding to think tanks leads to enhanced organizational capacities for good quality research, effective policy outreach and improved sustainability. It firmly puts forth the view that governments need to work jointly with private funding organizations to strengthen think tanks, which is in the best interest of evidence-informed and effective public policy-making.

International Human Resource Management is an essential book for all students and HR professionals looking to really understand international HRM. Covering the context of International HRM, HRM and National Culture, HRM in different regions and international HRM policies, this book provides thorough discussion and comprehensive consideration of all elements of international HRM, Full of contributions from experts in specific regions including North America, the Middle East and North Africa, India, Russia and China, this book will provide readers with a thorough understanding of HRM around the world. With crucial coverage of international HRM issues including cross-cultural leadership, business ethics, global talent supply and management as well as performance management of international staff, International Human Resource Management is essential reading for all those working or looking to work in HR around the world, particularly those looking to work in multinational companies. Fully supported by online resources including powerpoint slides, a lecturer guide, additional case studies and a bonus chapter on issues and new directions in International Human Resource Management as well as annotated web links and self-test questions for students.

Organizational Management is ideal for readers who need to understand modern organizations. This book enables students to understand the key issues of organizational behaviour and how to take a critical approach when planning, leading and engaging a workforce and its resources. The book provides fresh perspectives on known models and critical theories on leadership, teams, performance management, employee engagement and change. The authors also offer the reader innovative approaches to leading-edge issues such as trust, internet use, generational trends, the use of the arts in organizations and leadership from a systemic perspective. Organizational Management draws on examples from the authors' international work across a range of business and industrial sectors, both public and private, and is supplemented by activities, revision questions, recommend reading and online resources to deepen learning. Rapid technological advances, constantly changing global environments and new kinds of workforce cultures mean that organizations are constantly being challenged. This

book equips the reader with the ability to navigate this turbulent environment through both established and novel forms of organizational management. Online supporting resources for this book include summaries, diagrams and case study scenarios to help readers easily understand theories and contextualize experiences in the workplace

For professionals responsible for talent management and development, assessing competence and capability is crucial, especially in relation to recruiting the right leader. Yet talent professionals can also use leadership assessment as a positive and powerful talent development tool. Leadership Assessment for Talent Development goes beyond recruitment to position assessment as a central, strategic activity. It demonstrates how to apply a connected process that accelerates behavioural change areas and facilitates the engagement and enabling of in-house talent. This practical, forward-looking book uses authentic, engaging case studies to show how the principles of leadership assessment can work in practice. It is an essential companion for HR and talent professionals in any field who want to equip their company with the talent it needs to be fit for business success.

Global Leadership Talent Management, as an integrated process, supports the sustainable success of global organizations. This book shows how specifically the selection process can be created as an exchange process in which mutual expectations and perceived fairness and justice play an important role.

Is everyone in the organisation a talent? I addressed this question deeply in the book and the thinking behind the difference, relative to the organisation. In the talent management context, we consider "talent" from the viewpoint of what the core essence of the organisation is in relation to specific mission critical individuals whose value-add directly help the organisation to achieve its core essence. What could be more important than focussing on the attraction, selection, proper segmentation, development and retention of the top talent? Invariably, a "talent" is that individual whose contributions directly help to achieve the core objective of the organisation or business either now or in the future (or both). Consequently, every proactive activity which is required or channelled towards improving the contributions or managing the risks relating to key organisational roles and individuals regarded as "talent" could be termed talent management. In simple term, "talent management" is a proactive risk mitigation process that is particularly related to the human capital and geared towards ensuring continuous sustainability of the business. Accordingly, the content of this book – "Talent Management Agenda in A Post COVID-19 World" - focuses on talent and succession management concepts and approaches to guide every professional, business leader and executive on how to deliver real business value by focusing on the talent. The guidelines and principles contained in the book cut across various businesses and sectors; large, small, private, public, family-owned, academia and non-governmental. The insights shared with practical case studies will help to broaden the understanding of everyone so as to be able to design and proffer the right solutions that fit for purpose regardless of the organisation that is involved.

The Encyclopedia of Human Resource Management is an authoritative and comprehensive reference resource with almost 400 entries on core HR areas and key concepts. From age discrimination, to zero hours contracts, each entry reflects the views of an expert and authoritative author. The terms included vary from singular concepts such as performance appraisal and industrial conflict, to organisational behaviour terms including organisational culture and commitment; and broader management terms such a resourcing and management development. Each entry provides a list of references and further reading to enable the reader to gain a deeper awareness and understanding of each topic. This book is an ideal companion to a standard HRM textbook, and both undergraduate and postgraduate students will find it to be of value. It will also be useful for academic researchers, HR practitioners and policy specialists looking for a succinct

expert summary of key HR concepts.

This book examines both academic and practical theories relating to leader development. It broadens the scope of this topic by including data-driven theory and proposals from diverse areas that are either not currently represented or are poorly addressed in existing literature. This 15th volume in the Annals of Theoretical Psychology series aims to propose, identify, and characterize new theoretical, educational, and practical gaps in leader development. The initial chapters explore concepts related to individual or internal aspects of leaders. Subsequent chapters deconstruct leader development by considering behaviors or skills and various environmental factors that affect development. The book also examines shortcomings of our current understanding of this topic that cuts across multiple disciplines. Topics featured in this book include: Cognition, readiness to lead, courage through dialogue, and relationship considerations Behavioral elements and approaches for developing followership, conflict management, creativity, virtue, and epistemic cognition in growing leaders for complex environments. Seven Steps to establish a Leader and Leadership Education and Development Program. The Dark Triad of personality, psychobiosocial perspectives, and mental ability in leaders Leader Development Deconstructed will be of interest to research scholars, academics, educators, and practitioners as well as executive coaches, college or university administrators, military leaders, philanthropic and non-profit organization leaders, and management consultants.

"Despite the extensive body of knowledge associated with leader and leadership development, significant gaps still exist in our understanding of these processes. This book is a noteworthy effort to help fill in the blanks through empirical research and contextual application. It is worthy of perusal by anyone interested in becoming a more effective leader or leader developer." Bernard Banks, Ph.D., Associate Dean of Leadership Development, Northwestern University Kellogg School of Management "One of the most powerful ways leaders can have an impact on others and their mission is to manage for innovation... This book is a great step in moving towards exploring how you do that, and I'm thrilled to be a part of that conversation!" Frances Hesselbein, President and CEO, Frances Hesselbein Leadership Institute

Personnel selection is changing. Whilst traditional face-to-face interviews are still common, the range of assessment processes that inform the selection of candidates is increasingly diverse, taking advantage not only of new technologies, but also using new methods and strategies, such as assessment centres and personality testing. This new collection looks at the most important contemporary issues in recruitment, selection and assessment today, highlighting the latest research from the perspective of both recruiter and applicant. The book is written by an international range of prominent scholars in this area, and provides up-to-date analysis of key topic areas, including: How measurements of intelligence can impact on recruitment policies The use and value of personality tests An analysis of social interaction in the interview process The value and impact of video resumes in recruitment How social networks affect how applicants are perceived Job analysis and competencies modelling Part of the Current Issues in Work & Organizational Psychology series, this is an important book that shines a light on the latest theory and practice in employee recruitment. It will interest not only students and researchers of Organizational Psychology, HRM and Business and Management, but will also engage professionals in the field.

Edenborough has written a comprehensive guide that examines the formal assessment methods used in both recruitment and performance management. He includes information on psychometric testing, structured interviews, the use of statistics, and more. This practical guide enables readers to recognize, assess, and defend against gray behaviors—attempts to persuade listeners using fallacious arguments. It provides valuable tools for communicating successfully in a wide variety of public and professional

contexts. The book examines 20 wide-ranging logical fallacies, cognitive errors, and rhetorical devices that may take place in persuasive communication, and discusses how to assess and respond the behavior of a speaker who may be disingenuously attempting to manipulate the listener—or who may simply be mistaken. Drawing upon research and insights from communication, psychology, business management, and human resources, it considers fallacies in reasoning not just as abstract formulas, but as a feature of communication encounters such as negotiations, interviews, public debates, and personal conversations. Each form of fallacious reasoning is exemplified by dialogues in both professional settings (such as interviewing and personnel assessment), as well as everyday interactions in public discourse. The book then provides self-assessment tests to ensure the reader can evaluate the grey behavior in these encounters. This book provides research-based skills and insights that will benefit students and professionals in fields ranging from communication, politics, management, human resources, organizational psychology, journalism, and anyone else looking to develop critical interaction skills.

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, *Developing Leadership Talent* is an essential tool for any leadership program.

The core concepts in this book are the idea of talent, how it can be assessed, and how it can be nurtured and put to effective use in the workplace. Line managers, HR professionals, business or industrial/organizational psychologists, and consultants will find their understanding challenged and extended - and are shown how to improve their professional practices. The authors explore various psychological tools and approaches that can be pressed into service in connection with talent. Uniquely, they also set the psychological assessment of talent in the context of attitudes to talent and various myths and misunderstandings about it. The positive psychology/strengths movement and the relation between psychology and talent management are also explored in a clear and objective manner. This easy-to-read volume will be of interest to anyone concerned with understanding how talent can be pressed into service to improve performance in the workplace.

Written by three leading scholars with vast experience in the science and practice of assessment centers (ACs), this is the first volume to comprehensively integrate variations of the assessment center method with alternative talent management strategies. A useful reference guide, it examines the many ways in which organizations can apply the assessment center method to achieve their talent management goals. It provides balanced and in-depth coverage of theory, research, and practice pertaining to the dimension-, task-, and multifaceted-perspectives on the AC method. Ideal for researchers, practitioners, and students alike, and well suited for courses in testing and measurement, personnel selection, HR planning and staffing, training and development, and organizational change, *Assessment Center Perspectives for Talent Management Strategies* is a complete and up-to-date account of the assessment center method.

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Tak ada perusahaan di Indonesia yang melakukan inisiatif going global seagresif dan seambisius Telkom, selama dua tahun terakhir ini. Buku ini menawarkan model 5E (Enthusiasm, Eduknowledge, Exposure, Equity, Enabler), satu konsep yang dibangun Telkom untuk mengakselerasi terciptanya pemimpin-pemimpin hebat berkelas dunia. Model 5E merupakan strategic leverage yang mentransformasi Telkom menjadi a truly global company. *** “Tantangan yang dihadapi Telkom demikian besar, yaitu melakukan going global sekaligus mencapai kinerja yang unggul. Telkom harus mencapai market valuation US\$ 30 miliar tahun depan. Untuk mewujudkannya, kata kuncinya terletak pada kata “leverage” yang menjadi sentral pembahasan buku ini.” — Arief Yahya Menteri Pariwisata, CEO Telkom Group 2012?2014 “Leveraging Global Talent is an important resource to senior executives and HR leaders who are tackling issues of major organizational change and transformation, as well as those who are pursuing global ambitions.” — Dr. Mansour Javidan Garvin Distinguished Professor and Director Najafi Global Mindset Institute, Thunderbird School of Global Business “Leveraging Global Talent comes at a very important time in the history of international business. As firms that have traditionally been tied to national markets expand, senior leaders have come to realize that human talent, as opposed to capital or technology, becomes the key driver of successful growth.” — Philip M. Parker, Ph.D. INSEAD Chair Professor of Management Science

Globalization, innovation, market share, identifying visionary leaders and, particularly, talent management ...are just some of the issues that benefit from using assessment and development centres. Assessment Centres and Global Talent Management focuses on topics that influence the design of the assessment centre in terms of the competencies being assessed, the exercises that are used and the nature of the event, so that they can deliver what is required; often to change organizational culture and values. Practical examples and case studies are sprinkled throughout the book as international contributors explore cross-cultural implications, and consider how the design, development and use of assessment centres should be adapted to different cultures. Some of the world's leading researchers and practitioners outline their research into new applications for assessment centre methods, showing how they have used it to design and implement specific assessment and development centres. This is a book from which practitioners can see how science informs good practice, and scholars will find the 32 chapters a rich source of ideas for conducting research into emerging issues in the field.

This volume presents innovative and contemporary methodologies and intervention protocols for the enhancement of positive psychological attributes in multicultural professional and organizational contexts. Most methods, models and approaches that underpin positive psychological interventions are confined to clinical samples, closed systems or monocultural contexts, which restrict their applicability to particular contexts. Extensive practical intervention protocols, designs and methods which usually accompany first draft intervention papers are condensed into brief paragraphs in final

manuscripts or removed in their entirety. This, in turn, reduces their potential for replicability or adoption by consumers, practitioners, or industry. This volume develops guidelines for enhancing positive psychological attributes, such as positive moods (e.g. positive affect; life satisfaction), strengths (e.g. gratitude; humour), cognitions (e.g. hope; optimism) and behaviours (e.g. emotional regulation; positive relationship building) within various multicultural contexts. Thereby, it shows how positive psychology interventions can be replicated to a wide-range of contexts beyond those in which they were developed.

This definitive reference on workplace assessment for HR professionals features comprehensive overviews and best practices for all types of assessments for the selection, development, and development needs of all organizational employee levels. The book covers an unprecedented range of types of assessments and measurement approaches, including quality, abilities and intelligence, personality, background and experience, knowledge and skill, and competencies. Each chapter discusses the business need or market condition that supports the use of an assessment, the appropriate use of each assessment instrument, modes of administration, implementation, managing the assessment program, and instructive case studies.

Talent is one of the most important strategic resources in the modern economy: it is the resource that creates economic growth through exceptional innovation, service, and performance. But talent is scarce, and finding the right talent, in the right place, and at the right time, is challenging. Talent is not distributed evenly within and across borders. Hence, generating a competitive advantage in the modern economy is dependent on identifying, attracting, hiring, and retaining the talent needed to implement a firm's strategy. Talent Without Borders shows how to generate a competitive advantage through the effective use of global recruitment and staffing. Based on a century of science, Talent Without Borders offers a practical approach to help managers think about acquiring talent globally. With explicit consideration of real-world issues that influence the implementation of global staffing solutions, the book shows managers how to use analytics and data to enable evidence-based decisions. Emphasizing national culture, strategy, and competitive advantage, it considers the entire talent life cycle, from attraction through retention. Together, the three authors represent a unique blend of expertise in HR executive leadership and consulting with deep technical expertise in the science of recruitment, selection, and assessment. Their collective experience yields numerous practical insights woven throughout the book. Ultimately, they skillfully link staffing to organizational strategy, financial performance, and competitive advantage.

When applying for a new job or promotion many people face the rigours of an assessment centre. Many organisations, in both the public and private sectors, use these extended forms of assessment for selection purposes to guarantee they pick the candidate who will be the best fit for the company. However candidates often fail to do themselves justice as

they are unaware of the different type of assessment tasks they may have to undertake. *How to Succeed at an Assessment Centre* provides ideal preparation for assessment events and gives expert advice on all the key issues such as how the assessments are conducted, how to behave in formal and informal situations as well as how to prepare for the different forms of assessment. With a plethora of practice questions, answers and explanations, *How to Succeed at an Assessment Centre* gives essential practical advice on the many different assessment processes, from group exercises to panel interviews and presentations.

Since the first edition of this book, the level of interest and the varied forms of assessment and development centres have mushroomed. Iain Ballantyne and Nigel Povah's book looks at the entire process, from the underlying concepts to the most effective methods of validation - not forgetting the organizational politics involved. The main objectives of the book are: ϕ to establish a thorough understanding of the principles and practice of assessment and development centres; ϕ to provide sufficient knowledge to enable practitioners to run their own events in a professional manner; ϕ to help readers to recognise when they may need to call on outside expertise, and ϕ to equip readers to ask pertinent questions of any prospective advisers. This second edition includes guidance to reflect the significant developments within the technology, along with further advice on quality control, process improvements and further refinements to the increasingly popular development centre concept. *Assessment and Development Centres* represents a practical approach which is sure of a warm welcome from HR professionals.

The knowledge economy conjures a world of smart people, in smart jobs, doing smart things, in smart ways, for smart money, a world increasingly open to all rather than a few. Glossy corporate brochures present a future in challenging, exciting and financially rewarding jobs for the winners in the competition for fast track management appointments. They also convey an image of enlightened employers actively seeking to diversify their talent pool, reflected in their approach to identifying, hiring and retaining outstanding talent. We are told that the challenge confronting governments around the world is to enhance the employability of the workforce. Every effort must be made to expand access to higher education, dismantle barriers to talent regardless of social circumstances, gender, or skin colour, and to harness human creativity and enterprise to meet the demands of the new economy. *The Mismanagement of Talent* comes to a different conclusion. Those leaving the world of mass higher education find themselves in a scramble for jobs with rising stakes for the winners and losers. *The Mismanagement of Talent* examines what determines the outcome of this race when a degree loses its badge of distinction. It shows how some graduates are playing 'the game' to win a competitive advantage and what really happens in the selection events of leading-edge employers. It also argues that talent is being mismanaged by employers that have yet to come to terms with the realities and possibilities of mass higher education.

The Mismanagement of Talent will be thought-provoking and controversial reading for those involved in the recruitment of graduates, and those concerned with the way knowledge-based firms recruit and the impact of higher education policy: Professionals working in university careers services, HRM, training, or recruitment generally; Researchers, academics, or students of Business and Management, Human Resource Management, Public Policy, Education, or Sociology; and Job candidates themselves - the 'players' and 'purists' described in the book.

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