Best Practices In Organization Development And Change Culture Leadership Retention Performance Coaching

Cases and Exercises in Organization Development & Change, Second Edition encourages students to practice organization development (OD) skills in unison with learning about theories of organizational change and human behavior. The book includes a comprehensive collection of cases about the OD process and organization-wide, team, and individual interventions, including global OD, dialogic OD, and OD in virtual organizations. In addition to real-world cases, author Donald L. Anderson gives students practical and experiential exercises that make the course material come alive through realistic scenarios that managers and organizational change practitioners regularly experience.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Take a crash course in one of today's most important business skills--organizational development! Change comes fast, and the most successful organizations are prepared to handle it before impact; they act, not react. How are they able to do this? With a

solid grounding in organizational development. The McGraw-Hill 36-Hour Course: Organizational Development is a skill-building guide to one of the most important functions in business today. In no time, you'll be able to recognize patterns of organizational behavior that are detrimental to your organization, and you'll have the skills to envision and drive the type of change your company needs. Concise, engaging, and filled with quizzes to help you reinforce lessons learned, this crash course offers the knowledge you need to: Address problems with your company's culture Hire the best people for your needs Set goals and move your team to action Motivate your people to envision change Institute meaningful change in how your company functions Change can be your company's best friend. You just have to manage it with skill. The McGraw-Hill 36-Hour Course: Organizational Development puts you on the fast track to face today's, not yesterday's, challenges.

Focusing on the essential uncertainty of participating in evolving events as they happen, this book considers the creative possibilities of such participation from a complexity perspective.

Thoroughly revised and updated, the second edition of AppreciativeInquiry offers OD and HR professionals a user-friendly resource fordiscovering how they can tap into the power of the AppreciativeInquiry (AI) process. An innovative process, AI is an effective wayto work with a company as an organic system whose success dependson a holistic approach to connect that organization's human,technical, and organizational functions. This new edition meets the challenge of making the AI processaccessible and updates three key areas of the process: thetheoretical basis, fundamental assumptions and beliefs, and thebasic processes. It includes step-by-step guidelines on how toapply AI in a variety of organizational situations and shows how itcan be used with a wide range of initiatives, such as coaching,leadership development, strategic planning, and teambuilding. "If there's one book to read on AI, this is it. It provides thecontext and rationale for this paradigm changing approach to changeat any level of system. Buy it, read it, use it and enjoy achievinggreat results and renewed energy and enthusiasm." —Barbara Sloan, director, Organizational Developmentand Learning, New York University, Langone Medical Center "Appreciative Inquiry brings the freedom and creativity of AItogether with the 'nuts and bolts' of how to actually do it all. Itcontains everything I would want to have as a fresh practitioner,from potential designs to sample questions and excellent CaseStories." —David Shaked, founder and CEO, Almond Insight, UnitedKingdom "This book serves as a complete roadmap for those interested inthe philosophy and practice of Appreciative Inquiry. The CaseStories encourage readers to find their own way on the journey byproviding examples of successful interventions." —Terry Egan, professor, Management Studies, PepperdineUniversity

Plan For Your Organization's Success Linkage's Best Practices for Succession Planning provides the ultimate guide for planning, developing, implementing, and sustaining succession planning in any organization. This must-have book provides step-by-step instructions, practical advice, templates, and tools from some of the world's best companies and Linkage, a global organization development company that specializes in leadership development. Linkage Inc.'s Best Practices for Succession Planning is the comprehensive resource that includes information needed to * Ensure that succession management is owned by business leaders rather than just HR * Assess potential for future roles, not just track record of performance * Manage succession data on

individuals and talent pools * Balance talent development and acquisition in achieving future objectives * Develop the processes, tools, and organizational capabilities necessary to effectively implement and sustain the system * Integrate succession planning systems with other businesses and HR systems in the organization to achieve efficiency, consistency, and impact

Best Practices in Organization Development and ChangeCulture, Leadership, Retention, Performance, CoachingPfeiffer

To effectively adapt and thrive in today's business world, organizations need to implement effective organizational development (OD) interventions to improve performance and effectiveness at the individual, group, and organizational levels. OD interventions involve people, trust, support, shared power, conflict resolution, and stakeholders' participation, just to name a few. OD interventions usually have broader scope and can affect the whole organization. OD practitioners or change agents must have a solid understanding of different OD interventions to select the most appropriate one to fulfill the client's needs. There is limited precise information or research about how to design OD interventions or how they can be expected to interact with organizational conditions to achieve specific results. This book offers OD practitioners and change agents a step-by-step approach to implementing OD interventions and includes example cases, practical tools, and guidelines for different OD interventions. It is noteworthy that roughly 65% of organizational change projects fail. One reason for the failure is that the changes are not effectively implemented, and this book focuses on how to successfully implement organizational changes. Designed for use by OD practitioners, management, and human resources professionals, this book provides readers with OD basic principles, practices, and skills by featuring illustrative case studies and useful tools. This book shows how OD professionals can actually get work done and what the step-by-step OD effort should be. This book looks at how to choose and implement a range of interventions at different levels. Unlike other books currently available on the market, this book goes beyond individual, group, and organizational levels of OD interventions, and addresses broader OD intervention efforts at industry and community levels, too. Essentially, this book provides a practical guide for OD interventions. Each chapter provides practical information about general OD interventions, supplies best practice examples and case studies, summarizes the results of best practices, provides at least one case scenario, and offers at least one relevant tool for practitioners.

Praise for Developing and Enhancing Teamwork in Organizations "Few questions are more vital and important than teamwork, in an increasingly interdependent and connected world. This volume is a unique and essential reference for managers, scholars and anyone interested in enhancing team performance. The combination of vivid real-world examples with thoughtful evidence-based frameworks will make a lasting contribution to the study and practice of team-based management." —John Boudreau, Professor of Management and Organization, USC Marshall School of Business "Excellent practice insights from leading practitioners and academics. A valuable contribution to our knowledge concerning how to create and manage teams." —Ed Lawler, Director of Center for Effective Organizations

The NTL Handbook of Organization Development and Change is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time leader and champion for the field, The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as

provides expert guidance in the art and science of making organizational development and change work.

First Published in 2003. Routledge is an imprint of Taylor & Francis, an informa company.

What does teaching look like at its very best? How are great teachers able to ignite a love of learning and change students' lives? In this book you'll learn from seven remarkable teachers who stretch beyond the conventional foundations of good teaching to transform their classrooms into exciting, dynamic places where teachers and students cocreate the learning experience. Based on six years of extensive work, the book outlines a framework that identifies four dimensions of effective teaching and learning that are integrated in these highly effective teachers' classrooms—and that all teachers can use to recognize and release the potential in themselves and their students.

Make your learning organization truly indispensable. If you're planting the seeds of improved organizational and individual effectiveness, you are a true learning leader. You know better than anyone that learning is an evolution, not a singular event. But what if your organization isn't on the same page? Or worse, what if you find that your efforts are the first to go when there's a change in the C-suite, or when budget cuts loom? Learning for the Long Run tackles sustainability concerns head-on. Discover seven proven practices businesses use to ensure continuity in learning and development. Original case studies from the public and private sector put these practices into action, while self-assessments and job aids show you how to attain a sustainable mindset. Explore how FlightSafety International leveraged its measurement capabilities to drive results and improve its avionics safety system. How the U.S. Army Warrant Officer Career College built and bent its change capabilities to prepare the next generation of Army officers, amid labor shortages and complex global threats. How the Tennessee Department of Human Resources led an award-winning shift to transform a tenure-based environment into a performance-driven learning culture. And more. In Learning for the Long Run, innovative change leader Holly Burkett demystifies how to earn credibility and grow the learning function into a mature enterprise that will weather today's frequent business disruptions. Now's the time to build lasting organizational value and resist the temptation of the quick fix.

Written by the originators and leaders of the Appreciative Inquiry (AI) movement itself, this short, practical guide offers an approach to organizational change based on the possibility of a more desirable future, experience with the whole system, and activities that signal "something different is happening this time." That difference systematically taps the potential of human beings to make themselves, their organizations, and their communities more adaptive and more effective. AI, a theory of collaborative change, erases the winner/loser paradigm in favor of coordinated actions and closer relationships that lead to solutions at once simpler and more effective.

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.

This book is written for human resource, organization development, and training professionals who need real-world best practices that show who actual workplace learning approaches work and how they can be applied. Co-published with the acclaimed Center for Creative Leadership, this important book offers a compendium of best practices, tools, techniques,

processes, and other resource resources to harness the developmental power of work experiences for leadership development. In addition the book includes illustrative case studies of leadership approached that have worked in such forward thinking organizations as Boeing, Microsoft, and Heineken.

The Consultant's Big Book of Organization Development Tools provides consultants with tools, interventions, and activities they can use to solve individual, team, and organizational performance problems. This book offers incredible value for the consultant looking to use structured interventions as a vital part of the consultation approach. Many of the tools consist of a simulation or other structured activity consultants can use with leaders in the client organization to address the soft issues in a nonthreatening way. And most include downloadable, customizable handouts that they can freely reproduce and use with clients.

"A review of leadership development best practices in for-profit organizations was conducted. Practices discussed in this report include formal development programs, 360-degree feedback, executive coaching, job assignments, mentoring, networks, reflection, action learning and outdoor challenges. Additionally, five organizations that are popularly recognized for their leadership development practices are highlighted in this report. Highlights include information regarding the organizational philosophy, values, and mission as well as information on how various leadership development practices are implemented and integrated. Best practice principles are drawn from this research and implications for their use within the U.S. Army are discussed."--DTIC.

This book is open access under a CC BY-NC 3.0 IGO license. This book comprehensively covers topics in knowledge management and competence in strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, as well as knowledge capture and storage. Presented in accessible "chunks," it includes more than 120 topics that are essential to high-performance organizations. The extensive use of quotes by respected experts juxtaposed with relevant research to counterpoint or lend weight to key concepts; "cheat sheets" that simplify access and reference to individual articles; as well as the grouping of many of these topics under recurrent themes make this book unique. In addition, it provides scalable tried-and-tested tools, method and approaches for improved organizational effectiveness. The research included is particularly useful to knowledge workers engaged in executive leadership; research, analysis and advice; and corporate management and administration. It is a valuable resource for those working in the public, private and third sectors, both in industrialized and developing countries.

This book provides managers, leaders and practitioners with a dynamic framework that links several variables associated with performance management which can be applied across organizations and industries worldwide. Based on empirical evidence and experiences, this book provides a critical understanding of the interrelationship of organizational culture

with performance management process (PMP) planning and implementation. The elements of the framework are approached from a macro-level-view and are balanced with conciseness and realism based on applied success studies, making this book a valuable educational, training and development resource tool for leaders and managers at all levels. The topic of performance in organizations is like the weather—everyone likes to talk about it, but few understand what is truly happening—or understand why? Individuals and organizations are no different when it comes to performance, regardless of performance level of focus: individual, team, unit, or organization-wide. Teams and organizations often miss opportunities to not only improve performance, but also leverage and sustain high performance. Organizational performance, organizational culture and organizational success are interrelated and should reinforce one another. This can be achieved through an effective performance management process (PMP) that lives, functions and thrives at multiple levels within institutions. This book will help organizations and institutions achieve performance management success by identifying comment elements, along with some patterned variation, that are applicable to a successful PMP. Featuring hands-on resource reference tools for immediate use and application, this book is useful for leaders, managers, scholars, students and policy makers in management, leadership, and organizational culture.

"All learning leaders want their organizations to be perceived as great, but what makes a "great" training organization? How does a training organization achieve greatness, particularly from the perspective of the corporate execs, learners, and any customers, clients and partners that interact with it? This book presents findings that are based on the data, information, and experiences shared with Training Industry, Inc. by several hundred learning professionals over a five-year span, from 2008 to 2012. These eight process capabilities, outlined below, have been identified as the key functions in the design, delivery and management of corporate workforce training. Strategic Alignment: Designing learning programs that align with business objectives: ContentDevelopment: Designing, developing, managing and maintaining content; Delivery: Managing a network of instructors and delivering content using multiple modalities; Diagnostics: Identifying causes of problems and making recommendations; Reporting & Analysis: Defining business metrics and reporting the data to make business improvements; Administrative Services: Scheduling, registering and performing other learning operations and support functions; Technology Integration: Integrating learning technologies with each other or with other corporate applications; Portfolio Management: Managing, rationalizing, maintaining and updating large portfolios of programs. This book consists of eight sections, focusing on each of the process capabilities in detail and presenting practice ratings data. In addition, individual practices are explained further, noting specific procedures or scenarios and how they are best executed, all supported by best practices and advice from learning leaders."--Publisher's website.

In this important book, successful organizations—including well-known companies such as Agilent Technologies, Corning, GE Capital, Hewlett Packard, Honeywell Aerospace, Lockheed Martin, MIT, Motorola, and Praxair—share their most effective approaches, tools, and specific methods for leadership development and organizational change. These exemplary organizations serve as models for leadership development and organizational change because they Commit to organizational objectives and culture Transform behaviors, cultures, and perceptions Implement competency or organization effectiveness models Exhibit strong top management leadership support and passion

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. They Ask, You Answer is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved remarkable results with They Ask, You Answer. Upon reading this book, you will know: How to build trust with buyers through content and video. How to turn your web presence into a magnet for qualified buyers. What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles. Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing. How to achieve buy-in at your company and truly embrace a culture of content and video. How to transform your current customer base into loyal brand advocates for your company. They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

This pivot includes a series of inside ethnographic accounts and stories about managerial practices and processes, providing a critical account of managerial and HR practices. It seeks to advance thinking in the theoretical areas of strategy-as-practice (SasP), Actor-Network Theory, human resource management practices and safety as practice. Offering a unique insider insight to

decision-making and strategy within an organization, the chapters demonstrate how practices are constructed and implemented for a range of systems and policies. Employing an ethnographic approach also gives an opportunity to assess the interpretation and deployment of procedures, policies and practices in order to control and achieve conformity to organizational goals. It satisfies a demand for richer descriptions of managerial practices in situ that can be used to challenge and critique traditional approaches, and guide researchers to apply an SasP and ANT perspective in other organizational settings.

Covering classic and contemporary organization development (OD) techniques, this is a comprehensive text on individual, team, and organizational change. Incorporating OD ethics and values into each chapter, Donald L. Anderson provides discussion of the real-world application of these theoretical ideas. In-depth case studies that follow major content chapters allow students to immediately apply what they have learned. In today's challenging environment of increased globalization, rapidly changing technologies, economic pressures, and expectations in the contemporary workforce, this book is an essential tool.

Change is a constant in today's organizations. Leaders, managers, and employees at all levels must understand both how to implement planned changed and effectively handle unexpected change. The Fifth Edition of the Organization Change: Theory and Practice provides an eye-opening exploration into the nature of change by presenting the latest evidence-based research to discuss a range of theories, models, and perspectives on organization change. Bestselling author, W. Warner Burke, skillfully connects theory to practice with modern cases of effective and ineffective organization change, recent examples of transformational leadership and planned and revolutionary change, and best practices to successfully influence change. This fully-updated new edition also includes a new chapter on healthcare and government organizations, offering practical applications for non-profit organizations.

Currently, most organizations today operate in an "I" paradigm. In this arena, we keep score "I'll scratch your back if you scratch mine." We are taught to control our needs and emotions because they are destructive---logic prevails. We are punished for making mistakes and we hide our thoughts for fear of losing our power or status. In a WE paradigm, things are different. '42 Rules for Creating WE' offers new insights from thought leaders in neuroscience, organizational development, and brand strategy, introducing groundbreaking practices for bringing the spirit of WE to any organization, team or cause.This book is written by The Creating WE Institute, an international group of critical thinkers with multi-disciplinary expertise, who have come together to harvest new forms of engagement and innovation in the workplace. The Creating WE Institute's mission is bring a spirit of WE to organizations currently operating as a group of I's.

Learn from experts at the world's top organizations! Best Practices in Organization Development and Change is a state-of-the-art resource that presents the most important ideas and effective strategies from experts and top companies in the field. Comprehensive in scope, the book addresses the five most important organization development or human resource development (OD/HRD) topics--organization development and change, leadership development, recruitment and retention, performance management, and coaching and mentoring--and offers a practical framework for design, implementation, and evaluation. It

includes best-practice case studies from seventeen leading organizations that have achieved their change objectives. The case studies will help you: * Analyze the need for the specific OD/HRD initiative * Build a solid business case for OD/HRD * Identify the audience for the initiative * Design an effective OD/HRD initiative * Implement a successful design of the initiative * Evaluate the effectiveness of the initiative You'll benefit from expertise at trend-setting companies such as: Kraft Foods * Smithkline Beecham * Westinghouse * Sun Microsystems . . . and many more! "An extremely important volume with useful contextual perspectives plus vivid and important case studies of companies that know what they're doing to lead change." --Warren Bennis, author, On Becoming a Leader and Organizing Genius

Consistent success does not happen by chance. It occurs by having an understanding of what is happening in the environment and then having the skills to execute the necessary changes. Ideal for project, IT, and systems development managers, IT Best Practices: Management, Teams, Quality, Performance, and Projects details the skills, knowledge, and a

Learn from experts at the world's top organizations! Best Practices in Organization Development and Change is a state-of-the-art resource that presents the most important ideas and effective strategies from experts and top companies in the field. Comprehensive in scope, the book addresses the five most important organization development or human resource development (OD/HRD) topics--organization development and change, leadership development, recruitment and retention, performance management, and coaching and mentoring--and offers a practical framework for design, implementation, and evaluation. It includes best-practice case studies from seventeen leading organizations that have achieved their change objectives. The case studies will help you: Analyze the need for the specific OD/HRD initiative Build a solid business case for OD/HRD Identify the audience for the initiative Design an effective OD/HRD initiative Implement a successful design of the initiative Evaluate the effectiveness of the initiative You'll benefit from expertise at trend-setting companies such as: Kraft Foods Smithkline Beecham Westinghouse Sun Microsystems . . . and many more! "An extremely important volume with useful contextual perspectives plus vivid and important case studies of companies that know what they're doing to lead change." —Warren Bennis, author, On Becoming a Leader and Organizing Genius

Designed for use in undergraduate and graduate programs in organization development, management, human resource development, and industrial and organizational psychology, Organization Development provides readers with an overview of the field and acquaints them with the basic principles, practices, values, and skills of OD. Covering every aspect of the work of an OD professional and featuring numerous illustrative case studies, it shows how OD professionals actually get work and what the first steps in any OD effort should be. Author Gary McLean surveys different ways to assess an organizational situation—including a comparison of the Action Research and Appreciative Inquiry models—and provides forms for devising an action plan based on that assessment. He then looks at how to choose and implement a range of interventions at different levels, as well as how to evaluate the results of an intervention. Organization Development goes beyond the organizational level to look at the application of OD on community, national, regional, and global levels. And it successfully combines theory and practice; process and outcomes;

performance and affective results; effectiveness and efficiency.

A Dynamic New Approach to Organizational Change Dialogic Organization Development is a compelling alternative to the classical action research approach to planned change. Organizations are seen as fluid, socially constructed realities that are continuously created through conversations and images. Leaders and consultants can help foster change by encouraging disruptions to taken-for-granted ways of thinking and acting and the use of generative images to stimulate new organizational conversations and narratives. This book offers the first comprehensive introduction to Dialogic Organization Development with chapters by a global team of leading scholar-practitioners addressing both theoretical foundations and specific practices.

The role of human resources is no longer limited to hiring, managing compensation, and ensuring compliance. Since the 1990s, a transformation has occurred. Companies are calling upon a new breed of HR professionals to behave as organization development consultants, helping to determine priorities in running the business, design how work gets done,craft strategy, and shape culture. A compendium of the best thinking on the subject,Handbook for Strategic HR includes 78 articles from the renownedOD Practitioner. It introduces readers to core organization development strategies and skills, giving them creative approaches, practical tips, and proven methods to help them: * See the big picture, think systemically, and strategically identify where best to foster change in their organization * Team up with consultants and senior-level staff in leading a change project * Put employee engagement to practical use and involve "minds, hearts, and hands" in the important work of the organization * Operate effectively in cross-cultural and virtual working situations Comprehensive and practical, this forward-thinking book enables readers to become key partners in leading their organizations forward. This book is approved for HRCI Recertification Credit. See the SHRM store website for details.

Praise for BEST PRACTICES in TALENT MANAGEMENT "This book includes the most up-to-date thinking, tools, models, instruments and case studies necessary to identify, lead, and manage talent within your organization and with a focus on results. It provides it all—from thought leadership to real-world practice." PATRICK CARMICHAEL HEAD OF TALENT MANAGEMENT, REFINING, MARKETING, AND INTERNATIONAL OPERATIONS, SAUDI ARAMCO "This is a superb compendium of stories that give the reader a peek behind the curtains of top notch organizations who have wrestled with current issues of talent management. Their lessons learned are vital for leaders and practitioners who want a very valuable heads up." BEVERLY KAYE FOUNDER/CEO: CAREER SYSTEMS INTERNATIONAL AND CO-AUTHOR, LOVE 'EM OR LOSE 'EM "This is a must read for organization leaders and HR practitioners who cope with the today's most critical business challenge—talent management. This book provides a vast amount of thought provoking ideals, tools, and models, for building and implementing talent management strategies. I highly recommend it!" DALE HALM ORGANIZATION DEVELOPMENT PROGRAM MANAGER, ARIZONA PUBLIC SERVICE "If you are responsible for planning and implementing an effective talent and succession management strategy in your organization, this book provides the case study examples you are looking for." DORIS SIMS AUTHOR, BUILDING TOMORROW'S TALENT "A must read for all managers who wish to implement a best practice talent management program within their

organization" FARIBORZ GHADAR WILLIAM A. SCHREYER PROFESSOR OF GLOBAL MANAGEMENT, POLICIES AND PLANNING SENIOR ADVISOR AND DISTINGUISHED SENIOR SCHOLAR CENTER FOR STRATEGIC AND INTERNATIONAL AFFAIRS FOUNDING DIRECTOR CENTER FOR GLOBAL BUSINESS STUDIES

The defining attributes of the 21st-century economy and fourth industrial revolution are innovation, technology, globalization, and a rapid pace of change. Therefore, an organization's capacity to enhance the capabilities of its workforce and create a culture of continuous learning are vital to remaining competitive. These trends make an effective learning-and-development (L&D) function more critical than ever. This compendium of articles, from L&D professionals at McKinsey & Company, discusses every facet of professional development and training-from ensuring that L&D's efforts are closely aligned with business strategy to elements of advancing the L&D function, designing learning solutions, deploying digital learning, executing flawlessly, measuring impact, and ensuring good governance. For L&D professionals seeking to hone their organization's efforts, Elevating Learning & Development: Insights and Practical Guidance from the Field is the ideal resource.

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