



The Talent Wave: Why Succession Planning Fails and What to Do About it

By David Clutterbuck

Kogan Page. Paperback. Book Condition: New. Paperback. 256 pages. Dimensions: 9.1in. x 6.1in. x 0.6in. Managing the succession of talent is a vital strategic process that minimizes leadership gaps. However, research now shows that 70 of succession plans fail within two years. Traditional succession planning is no longer a viable strategy, and David Clutterbuck presents a new a process of dialogue between an organization and its employees. He notes that talent is dynamic, complex and energetic and therefore it needs to be harnessed, not controlled. Clutterbuck covers: - Why and how so many of the HR tools and processes, such as nine-box grids and competency frameworks, don't deliver value- How to make talent management and succession planning genuinely supportive of diversity- The critical conversations organizations and their talented employees need to have - and how to make them happen- How to achieve more by controlling less In The Talent Wave, Clutterbuck offers a dynamic, flexible approach to succession planning. With a foreword by the Harvard Business Reviews Thinkers 50 most influential leadership thinker, Marshall Goldsmith, Clutterbuck challenges established tenets and encourages solutions which align employee ambitions and business priorities to ensure an organization has the right leadership in place for ongoing success. This item ships...



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