

Talent Assessment

*A New Strategy for Talent
Management*

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Foreword

For the last decade and a half, I have been involved in implementing some of the most significant developments in information technology through the various generations of hardware and software that have made large and small companies so much more effective in meeting their customers' needs, and in delivering sustained business performance.

Outstanding progress has been made in technology, yet the real roots of the service and performance revolution lie in the people who have created and delivered it. The IT industry talks loosely of technical drivers – yet who has ever seen technology drive anything? *Technology enables, people drive.*

At their heart, our organizations still and will remain people-driven – people with the right competencies, skills and experience for our particular businesses. Without the quality and commitment of our people, we cannot go far in pursuing, achieving and maintaining excellence.

This book has been written by a consortium of experts in the fields associated with what we now recognize as talent management – with the view of helping managers to recruit, develop and retain world-class winning teams – true talent, not just good practitioner performance.

Talent management is not just an extension or branch of the HR discipline. In today's world it is a very necessary board-led company discipline and capability, requiring managers specifically trained, appointed and assigned to ensure that the future of their businesses are in the best hands.

By selecting, developing and *retaining* demonstrably talented people, a company will save vast amounts of money and deliver the benefits of sustained performance improvement. A prime objective of talent management is to keep – and keep motivated – the best performers.

This motivation requires involving key people in realistic objective-setting, ensuring that they are aware of recognition programmes where effort and rewards are clearly defined, promoting a culture of continual learning and professional development – and stimulating their creativity! Above all they

need to know that they are valued and listened to. They have no need to 'look elsewhere' for a better job.

This book provides positive, practical guidelines to encourage companies who are considering talent management to implement a suitable programme. It also introduces more advanced aspects of the subject, particularly in terms of assessing suitable candidates for this way of our future.

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