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For most CEOs, "talent" is at or near the top of their priority list. Yet in our recent survey of over 230 organisations, only 17% of respondents rated their organisation as effective in predicting and planning future talent needs. Only 20% were satisfied with the outcomes of their organisation's Talent Management efforts. This research report draws upon international good practice, including work of leading academics, specialist consultants and experienced practitioners. We have tried to steer this towards practical recommendations and methodologies for improvement.

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(Jay Conger and Gillian Pillans, June 2016)

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