Contents

Foreword by Peter Cappelli

Preface

Acknowledgments

Section I: Introduction—The Business and Talent Imperative

Chapter 1. The New Talent Assumptions

Chapter 2. Why YOU Need to Change

Chapter 3. People Equity — the Driver of Talent Optimization

Section II: Leveraging Critical Stakeholders

Chapter 4. The Power of Understanding

Chapter 5. Getting the Top Team on Board

Chapter 6. Managing to High ACE

Section III: Quantifying Talent Optimization

Chapter 7. Measuring Talent Optimization

Chapter 8. The Talent Scorecard

Section IV: Using ACE to Optimize the Talent Processes

Chapter 9. Using the ACE Lens to Optimize the Talent Lifecycle

Chapter 10. Attracting and Acquiring Great Talent

Chapter 11. Getting to High Performance: Onboarding, Training,

and Performance Management

Chapter 12. Assuring the Future: Developing Leaders

and Retaining and Recovering Talent

Section V: Embedding and Acting

Chapter 13. Embedding ACE in Your Culture

Chapter 14. Building a High ACE Organization

Endnotes

Index

About the Author

Additional SHRM-Published Books