CONTENTS

Introduction 1

01 Talent attention and persuasion 13

A noisy world 13
From advertising to attraction to attention 14
The persuasion problem 18
Social building blocks 22
Employer brand 25
How to get talent attention 33
Notes 33

O2 Talent attraction 35

Recruitment and marketing 35
Passive vs active audiences 36
The talent attraction funnel 38
Sourcing 39
Job boards 43
Social media 47
Career sites 59
Talent relationship management 62
Referral schemes 64
The evolution of talent attraction 65
Notes 65

03 Talent acquisition 67

Applicant tracking systems 68 Candidate experience 72 Reinventing interviewing 81 Assessment 87 Notes 90

04 Talent on-boarding 91

The importance of getting it right from the start 92
On-boarding is a process and not an event 94
Make them feel welcome and included 95
Make on-boarding about the whole organization 97
Social integration and internal relationships 99
The rise of the buddy 101
Get leaders involved 103
The impact of technology 104
Some ways to create a better on-boarding experience 108
Notes 111

05 Talent development 113

Is it the end of the job for life? 116
Individuals responsible for their own development 118
Some new ways of learning 121
Redefining potential 123
New approaches to performance management 125
The importance of creating a performance culture 127
How is L&D changing? 129
Alternative career paths 132
The importance of internal mobility 134
The role of managers as talent 'producers' 136
HR as the curators of skills 138
Notes 141

O6 Talent engagement and retention 143

What is employee engagement? 145
Creating an engaged workforce 147
From retention to ongoing attraction 150
Measuring engagement – the rise of the pulse survey 154
Technology and the overwhelmed employee 156
The power of recognition 158
What makes a great place to work? 159
The importance of exiting employees well 161
Notes 163

Conclusion 165

The importance of employer brand 168 Final thoughts 175 Notes 176

Index 177