

1. Record Nr.	UNINA9910787831903321
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Titolo	High potential : how to spot, manage and develop talented people at work // by Ian MacRae, Adrian Furnham and Martin Reed
Pubbl/distr/stampa	London, England : , : Bloomsbury Business, , [2018] ©2018
ISBN	1-4729-5348-7 1-4729-0431-1
Edizione	[Second edition.]
Descrizione fisica	1 online resource (337 p.)
Disciplina	658.3124
Soggetti	Manpower planning Human capital Employee retention Career development
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Revised edition of the author's High potential, 2014.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Contents; Preface; Section 1: Potential; Chapter 1: An Overview of Potential; 1.1 Introduction; 1.2 Talent Spotting & Talent Management; 1.3 Terminology Challenges; 1.4 Definitions; 1.5 What You Want in a Talented Person; 1.6 The Fundamental Questions; 1.7 Defining Potential; 1.8 Potential and Equity; 1.9 Conclusion; Chapter 2: Types of Potential and a Model of High Flying Potential; 2.1 Introduction; 2.2 Types of Potential; 2.3 Potential to Do What?; 2.4 High Flying Personality Traits; 2.5 Case Study: High Flying Exemplar; 2.6 Optimality and Too Much of a Good Thing Section 2: The Style and Character of Potential Chapter 3: Intelligence: Capacity for Learning and Growth; 3.1 Overview of Cognitive Ability; 3.2 Facets of Intelligence; 3.3 What Intelligence Is Not; 3.4 Giftedness in Children; 3.5 Are We All Getting Brighter?; 3.6 Values and Equity Concerns about Selecting For Intelligence; 3.7 What Do We Need to Know to Understand Intelligence at Work?; 3.8 Intelligence and Performance; 3.9 Intelligence and the High Flyer; Chapter 4: Personality: Traits that Reveal Potential; 4.1 Introduction; 4.2 Traits and States

4.3 Models of Personality & Personality Traits4.4 High Potential and the Big Five; 4.5 Personality Tests; Chapter 5: Experience: The Most Brutal of Instructors; 5.1 Introduction; 5.2 Ten Thousand Hours of Experience; 5.3 Active Experience, Engagement, Deliberate Practice; 5.4 Three Types of Job; 5.5 Direct and Indirect Applications of Experience; 5.6 The Performance Delusion; 5.7 Learning from Failure; 5.8 Internships and Apprenticeships; 5.9 Types of Experience; 5.10 Conclusion; Chapter 6: Style, Beliefs, Attitudes & Values: From Thinking to Behaving; 6.1 Introduction

6.2 Do Beliefs, Attitudes and Values Predict Behaviour?6.3 So How Do Attitudes Predict Behaviour?; 6.4 Mapping the Space; 6.5 Social Values and Work; 6.6 Style at Work; 6.7 Important Beliefs and Attitudes; Chapter 7: The Dark Side & Derailment: Knavery & Flattery; 7.1 Introduction; 7.2 Bad, Sad or Mad?; 7.3 Bad Apples or Bad Barrels?; 7.4 The Toxic Triangle; 7.5 Systems to Prevent Derailment; 7.6 Hamartia, and Mitigating the 'Sad'; 7.7 Hubris, Identifying and Deselecting the 'Mad' and 'Bad'; 7.8 The Dark Side Traits and Characteristics; 7.9 The Corporate Psychopath

7.10 A Final Note on DerailmentSection 3: Assessment Techniques and Applications; Chapter 8: Assessment: Methods to Learn about Other People; 8.1 Introduction; 8.2 A Case Study; 8.3 Six Methods and Approaches for Assessing People at Work; 8.4 Views of Different Assessment Methods; 8.5 Assessing the High Flyer; Chapter 9: Selection: Choosing the Right People; 9.1 Introduction; 9.2 The Ubiquitous Interview; 9.3 Equity Briefly Revisited; 9.4 Personal or Professional References; 9.5 The Web and Social Networks; 9.6 Conclusion; Chapter 10: Development: From the Good to the Best; 10.1 Introduction

10.2 The Lessons of Experience

Sommario/riassunto

Nurturing future talent - choosing the right people, developing the good into the best and keeping hold of the brightest - is essential for business. This research-led yet accessible book offers a practical guide to: Clearly understanding and defining potential High flying personality traits to look out for and biographical markers of potential Selecting positive high potential traits and weeding out negative traits like manipulation, superficial charm or narcissism The best assessment methods for measuring potential Developing high potential employees Understanding why people choose to leave
